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SYLLABUS

Postgraduate Programme in Business Management

Batch 2024-26

Office of the Dean



July 2024

CONTENTS

Preface

Programme Design and Requirements

I. ECONOMICS

CORE COURSES

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

ELECTIVES

- I.3 Applied Econometrics for Managers
- I.4 Behavioral Economics and Experimental Methods
- I.5 Business and Climate Change
- I.6 Demand and Business Forecasting [**also PODS**]
- I.7 Development Economics
- I.8 Economics of Human Resources
- I.9 Economics of Information and Network Industries
- I.10 Entrepreneurship and New Ventures [**also SM**]
- I.11 Firms, Markets and Global Dynamics
- I.12 Game Theory for Managers [**also SM**]
- I.13 Industrial Economics and Competitive Strategies [**also SM**]
- I.14 International Business Economics [**also Finance**]
- I.15 Managing Private-Public Partnerships [**also SM**]
- I.16 Money Banking and Finance
- I.17 Social Banking and Microfinance
- I.18 Time Series Analysis [**1.5 credits**]

II. FINANCE

CORE COURSES

- II.1 Financial Management-I
- II.2 Financial Management-II
- II.3 Management Accounting-I
- II.4 Management Accounting-II

ELECTIVES

- II.5 Advanced Financial Modelling Using R
- II.6 Behavioral Finance
- II.7 Business Analysis and Valuation
- II.8 Capital Expenditure Planning and Control
- II.9 Commodities Derivatives Market

- II.10 Corporate Taxation
- II.11 Debt markets and their Derivatives
- II.12 Earnings Management: Detection and Control
- II.13 Financial Analysis, Planning and Control
- II.14 Financial Considerations & GST for Sales Functions
- II.15 Financial Decision Making under Information Asymmetries **[1.5 credits]**
- II.16 Financial Markets
- II.17 Financial Modeling Using Excel
- II.18 Fundamental Analysis – 2 **[1.5 credits]**
- II.19 Financial Risk Management
- II.20 Financial Technical Analysis and Introduction to Global Intermarket Analysis **[1.5 credits]**
- II.21 Indian Accounting Standards **[1.5 credits]**
- II.22 International Business Economics **[also Eco]**
- II.23 International Financial Management
- II.24 Issues in Empirical Finance
- II.25 Management of Banking
- II.26 Mergers, Acquisition and Corporate Restructuring **[also SM]**
- II.27 Options and Futures
- II.28 Risk Management and Insurance
- II.29 Security Analysis and Portfolio Management
- II.30 Social Finance
- II.31 Structured Finance
- II.32 Sustainable Finance and Climate Risk
- II.33 Venture Capital and Private Equity **[1.5 credits]**

III. GENERAL MANAGEMENT

CORE COURSES

- III.1 Business Law **[2 credits]**
- III.2 Business Research Methods **[2 credits]**
- III.3 Managerial Communication
- III.4 Managerial Ethics **[2 credits]**

ELECTIVES

- III.5 Analysis for Managerial Decision Making
- III.6 Analysis of Sports and Sportspersons **[1.5 credits]**
- III.7 Communicating Critical Decision
- III.8 Corporate Image Building
- III.9 Emotional Intelligence and Managerial Effectiveness
- III.10 Ethics of Business Turnaround Management
- III.11 Excellence and Integrity
- III.12 Ideas Changing World

- III.13 Legal Aspects of Marketing
- III.14 Strategic Communication
- III.15 The Ethics of Artificial Intelligence and Human Enhancement – Implications for Management Practitioners **[1.5 credits]**

IV. INFORMATION SYSTEMS

Core Courses

- IV.1 Management Information Systems

ELECTIVES

- IV.2 Big Data Analytics
- IV.3 Blockchain Application for Managers **[1.5 credits]**
- IV.4 Business and Data Communications Networks
- IV.5 Business Modeling Through System Dynamics
- IV.6 Cyber Law
- IV.7 Data Structures
- IV.8 DBMS with Oracle
- IV.9 Decision Support Systems
- IV.10 Digital Product Management: Concept to Commercialization **[also PODS]**
- IV.11 Enterprise Resource Planning **[also PODS]**
- IV.12 I S Strategy **[also SM]**
- IV.13 Information Security and Risk Management
- IV.14 Intellectual Property Rights
- IV.15 Digital Transformation Strategy **[also PODS]**
- IV.16 Machine Learning for Business Analytics **[also PODS]**
- IV.17 Managing Business Process Outsourcing
- IV.18 Object-Oriented Programming
- IV.19 Software Project Management

V. MARKETING

CORE COURSES

- V.1 Principles of Marketing
- V.2 Marketing Planning and Implementation

ELECTIVES

- V.3 Advertising and Sales Promotion
- V.4 Business-to-Business Marketing
- V.5 Competition and Globalization **[also SM]**
- V.6 Consumer Behaviour
- V.7 International Marketing
- V.8 Internet Marketing

- V.9 Marketing Analytics: Storytelling with Data
- V.10 Marketing Decision Models
- V.11 Marketing Engineering [**1.5 Credits**]
- V.12 Marketing Fair
- V.13 Marketing in Emerging Countries [**1.5 Credits**]
- V.14 Marketing in Practice
- V.15 Marketing Law [**also GM**]
- V.16 Marketing Metrics for Marketing Performance Evaluation [**1.5 Credits**]
- V.17 Marketing Research
- V.18 Omnichannel Retailing
- V.19 Pricing Management
- V.20 Product and Brand Management
- V.21 Qualitative Market Research [**1.5 Credits**]
- V.22 Sales and Distribution Management
- V.23 Service Marketing
- V.24 Sports and Tourism Marketing
- V.25 Strategic Marketing [**also SM**]

VI. ORGANISATIONAL BEHAVIOUR

CORE COURSES

- VI.1 OB-I: Individual and Group Behaviour in Organisation
- VI.2 OB-II: Organisational Structure, Design & Change

ELECTIVES

- VI.3 Assertiveness Training
- VI.4 Behavioral Strategy & Decision Making [**also SM**]
- VI.5 Building Learning Organisations [**also SM**]
- VI.6 Conflict Management and Negotiation
- VI.7 Consulting to Management
- VI.8 Corporate Governance
- VI.9 Cross-Cultural Management
- VI.10 Decision Making for Effective Leadership
- VI.11 Designing Organisations for Uncertain Environment [**also SM**]
- VI.12 Indian Philosophy and Leadership Excellence
- VI.13 Leadership, Influence and Power
- VI.14 Management of Creativity
- VI.15 Management of Relationships
- VI.16 Personal Effectiveness and Self-Leadership
- VI.17 Personal Growth Lab
- VI.18 Political Behavior & Impression Management in Organizations

- VI.19 Stress Management
- VI.20 Transactional Analysis
- VI.21 Zen and the Executive Mind

VII. HUMAN RESOURCE MANAGEMENT

Core Courses

- VII.1 Human Resource Management [**2 credits**]

VIII. PRODUCTION, OPERATIONS & DECISION SCIENCES

Core Courses

- VIII.1 Operations Management - I
- VIII.2 Operations Management - II
- VIII.3 Operations Research [**2 credits**]
- VIII.4 Quantitative Techniques - I
- VIII.5 Quantitative Techniques - II

ELECTIVES

- VIII.6 Advanced Inventory Control
- VIII.7 Advanced Operations Research
- VIII.8 Demand and Business Forecasting [**also Eco**]
- VIII.9 Digital Product Management: Concept to Commercialization [**also IS**]
- VIII.10 Enterprise Resource Planning [**also IS**]
- VIII.11 Digital Transformation Strategy [**also IS**]
- VIII.12 Logistics and Supply Chain Management
- VIII.13 Machine Learning for Business Analytics [**also IS**]
- VIII.14 Materials Management
- VIII.15 Production Planning and Control
- VIII.16 Project Management
- VIII.17 Service Operations Management
- VIII.18 Supply Chain Analytics
- VIII.19 Technology Management [**also SM**]
- VIII.20 Theory of Constraints
- VIII.21 Total Quality Management

IX. STRATEGIC MANAGEMENT

CORE COURSES

- IX.1 Business and Sustainability
- IX.2 Strategic Management

ELECTIVES

- IX.3 Advanced Environmental Management and Green Marketing

- IX.4 Applied Quantum Innovations
- IX.5 Balanced Score Card
- IX.6 Behavioral Strategy & Decision Making **[also SM]**
- 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 Globalisation **[also MKG]**
- IX.12 Contemporary Business Practices
- IX.13 Corporate Sustainability in Practice
- IX.14 Data – Driven Strategic Decision Making
- IX.15 Designing Organizations for Uncertain Environment **[also OB]**
- IX.16 Entrepreneurship and New Ventures **[also ECO]**
- IX.17 Entrepreneurship Planning and Development: with special reference to Tech-Entrepreneurs and Professionals
- IX.18 Gales of Creative Destruction: Managing Innovation
- IX.19 Game Theory for Managers **[also ECO]**
- IX.20 I S Strategy **[also IS]**
- IX.21 Industrial Economics and Competitive Strategies **[also ECO]**
- IX.22 International Management
- IX.23 International Relations and Management
- IX.24 Introduction to Social Entrepreneurship
- IX.25 Management Consulting Practice
- IX.26 Managing Energy Businesses
- IX.27 Managing Private-Public Partnerships **[also ECO]**
- IX.28 Managing Strategic Transformation
- IX.29 Mergers, Acquisition and Corporate Restructuring **[also FIN]**
- IX.30 Public Policy and Business Strategy
- IX.31 Resource Based Strategy
- IX.32 Strategic Implementation through Simulation
- IX.33 Strategic Leadership and Governance
- IX.34 Strategic Marketing Management **[also MKG]**
- IX.35 Strategies for Grand Challenges
- IX.36 Strategies of Co-operation
- IX.37 Technology Management **[also PODS]**

P R E F A C E

The Syllabus Book presents the broad objectives, structure, and contents of our two-year Postgraduate Diploma Programme in Business Management. 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 programme is recognised by the Government of India, Ministry of Education and Youth Services (Technical Division), New Delhi as per its Office Memorandum No. F-18.8/68-T.2, dated 2nd January 1970, and is equivalent to MBA.

The Association of Indian Universities and All India Council For Technical Education have also recognised the programme as equivalent to MBA.

July 2024

XLRI Jamshedpur

PROGRAMME DESIGN AND REQUIREMENTS: BM 2024-26 BATCH

The two-year Postgraduate Diploma Programme in Business Management prepares a student for a career in industry and services. The programme facilitates learning in theory and practice of different functional areas of Management and to equip the students with an integrated approach to management function and managerial skills.

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 106 credits (64 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 Business Management 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 three-day team building programme is compulsory for the students. The objective of the programme is to develop leadership and teamwork 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 3 credit elective course in Term V. BM students should have a CQPI of **4.500** upto Term III and an average of '**B**' in the core course(s) of the functional area of the Dissertation topic. In cases where only one core course is offered, the Area may decide to include one or two related courses as the case may be.*

Dissertation shall not be counted in any Area of Concentration.

Most of the core and elective courses are 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. Environment Society and Governance
3. Finance
4. General Management
5. Human Resource Management
6. Information Systems
7. Marketing
8. Organisational Behaviour
9. Production, Operations & Decision Sciences
10. Strategic Management

The total number of credits for the core courses are 64 (Sixty-Four) credits. The Term-wise distribution of core courses in the first year for BM shall be 21-23-20 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 Minimum & Maximum number of credits (including Dissertation, Special Elective Course, Audit Course and CIS) in any given Term in second year should be between 12-18 credits.

Out of the 14 electives in the BM programme, a student is free to choose electives offered to them. However, to fulfil the requirement of area(s) of concentration, a student is required to do an equivalent of five full credit electives (which could be in the form of full credit or half credit) in an area listed below:

- 1. Economics*
- 2. Environment Society and Governance*
- 3. Finance*
- 4. Information Systems*
- 5. Marketing*
- 6. Production, Operations & Decision Sciences*
- 7. Strategic Management*

A student can opt for a maximum of two areas only. A few elective courses are common to more than one area. Therefore, such electives will be counted in one area only as per the choice of the student.

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

I ECONOMICS

I.1 MACROECONOMIC THEORY AND POLICY

[3 Credits]

Objectives:

Fundamental shift is occurring in the business environment all over the world and no nation can remain self-contained entities. Even if a company does not do nor conduct business internationally, one need to be concerned about the business development around the world as they may directly affect its own business. Thus companies today operate in two environments: domestic and international, in which business managers must operate. How well they perform in their undertakings will depend in great measure on their understanding of these three environments. This course is designed to help students understand and analyze macroeconomic environment in which business unit operates. The basic premise of the course is macroeconomic theories and policy instruments and their implications in understanding macroeconomic environment of a nation/state.

The specific objectives of the course are:

- To sensitize students need for understanding of macroeconomic theories and policies;
- to equip students understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- to help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Class Schedule **Introductory**

Sessions Topics:

1. Overview of Economics and Introduction to Macroeconomics; and scope of Macroeconomics and concern **(Chapter-1)**

2-3. Measuring Economic activity and Macroeconomic aggregates **(Chapter-2)**
Economic fluctuation: short run Macroeconomics

4-5 Basics of aggregate demand and aggregate supply and Goods Market **(Chapter- 3)**

6 Simple Keynesian Model, Multiplier Model Fiscal Policies **(Chapter -3)**

7- 8 The Money Market, Money demand and Supply, Interest rate, and Monetary Policy **(Chapter-4)**

9-10 IS-LM Framework: Links between the goods and money market. **(Chapter-5)**
Economy in medium run

11 The labour market and Revisiting the AD& AS models **(Chapter- 6-7)**

12 The natural rate of un employment, Phillips curve, Inflation and nominal money growth **(Chapter – 8&9) Economic Growth: Long run Economic Analysis**

13-14 The Fundamentals of Growth **(Chapter –10 &12) Open Macro-economics**

15-16 Economic Gains from Trade: Comparative Advantage, Strategic trade theories;

Introduction to WTO (**Chapter 18-19**)

17-18 Open Economy Macro- Economics- Exchange Rates etc. (**Chapter-19-21**)

19-20 Exercise/ Case discussion

Pedagogy: Lectures, case discussion, project and presentations

I.2 MANAGERIAL ECONOMICS

[3 Credits]

Objectives:

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

Course Contents:

The course outline is as follows:

Modules	Topic	Sessions	Readings
1	Introduction: Importance of marginal analysis in arriving at Economic Decisions: Role of incentives and the Concept of Pareto Efficiency, the need for government intervention in markets	1	Lecture Notes, Mankiw Chapter 1
2	Use of Opportunity Cost and its application in International Trade	1	Lecture Notes, Mankiw Chapter 3
3	Decision Making in the Household: budget line, budget set, and evaluating various deals. Indifference Curves and its use in arriving at the optimum consumption bundle and deriving the household and market demand curve	2	Lecture Notes, Chapter 21
4	Decision Making in the Household: Revealed Preference and its use in evaluating price indices	1	Lecture Notes, Chapter 21

Modules	Topic	Sessions	Readings
5	Decision Making in the Household, Concept of Income and Substitution effect, its use in deciding how much to work and enjoy and how much to save	2	Lecture Notes, Chapter 21
6	Decision Making in a firm, and coming up with the market supply curve. Equilibrium analysis, Government intervention with price floors and price ceilings. The concept of elasticity, its use in pricing with fixed and variable cost with one seller (monopoly).	2	Mankiw Chapters 4, 5 and 6
7	Consumers Producers and Efficiency of the Market: The idea of consumer surplus, its use in defining first, second and third degree price discrimination in a monopoly, its applications in defining social welfare and differences in social welfare in competitive and monopolistic situations. Its applications in international trade.	2	Lecture Notes, Mankiw Chapter 9
8	Firm Behaviour: Fixed coefficients technology and derivation of isoquants with availability of multiple technologies, optimal input use to minimize cost to produce a given output. Derivation of cost functions with fixed coefficient and linear technologies. Fixed and variable costs and derivation of the U shaped average cost curve.	2	Lecture Notes, Mankiw Chapter 13
9	Firm Behaviour under competition and monopoly	1	1

Modules	Topic	Sessions	Readings
10	Introduction to Game Theory		
	Incentives and tactical game-playing		
	Strategic moves and decisions; Simultaneous move games and Nash equilibrium;		
11	Sequential move games	2.5	Handout 1
	Case Analysis: Beaugard Textile Co.		
	Repeated games and tacit collusions		
	Problem set - A		
12	Price competition: Bertrand model. Tacit collusions in oligopoly	2.5	Handout 2
	Capacity competition - Cournot model; Cournot competition in repeated game.		
	Problem set - B		
	Product differentiation; Price competition in differentiated products market;		
	Quality competition and spatial competition.		
13	Sequential move entry decision – Stackelberg model; Entry deterrence by capacity expansion	1	Handout 3
	Problem set - C		

I.3 APPLIED ECONOMETRICS FOR MANAGERS

[3 Credits]

Introduction

Of late, business activities have become far challenging owing to upsurge competition, exposure to global markets, swelling cost and deteriorating profit etc. In lieu of these managers are incessantly modeling and applying several econometric tools and techniques as a powerful tool for analysis for better performance and staying ahead of the challenges. Applied Econometrics provides organizations with a potent set of tools to unlock the power of information and make effective decisions. It involves the formulation of mathematical /statistical models to explain the complex real-world business system; be it in industry or business firm which neither economics nor statistics nor mathematics can alone resolve it.

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

Objective of the Course:

The course aims at

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

Contents

1. Applications of Econometrics in Business

- Nature and scope of applied econometrics in business
- Understanding the structure of data for analysis and applications
- Introduction to various econometrics software packages

2. Exploring and discovering Econometric Models

- Linear Regression Model: Simple vs Multiple
- Fitting and interpreting a regression model
- Problem of estimation and inferences (OLS and MLE methods)
- Evaluating a regression model, scaling, functional form and calibrating the models
- Non-Linear Regression Model
 - Data Transformation, Estimation & Interpreting Nonlinear Regression Models

3. Selecting the Best Models

- Multicollinearity and Variable Selection
- Heteroscedasticity, Autocorrelation: problem identification and solution
- Model miss-specification and diagnostic checking
- Fine- Tuning Your Model :Predictive Powers vs. Model Fit

4. Making Models More Flexible

- Dummy Variables and Interaction Terms
- Qualitative Response models: LPM, Logit, Probit etc.

5. Concurrent Models

- Simultaneous Equation Models
- Problems of Identifications and Estimations

6. Dynamic Models

- Modeling Time Series Data
- Autoregressive Models(AR) and Distributed Lag model(DL)
- ARDL and PDL Model

7. Synchronized Models

- Panel Regression Model
- Balanced Panel vs Unbalanced Panels
- Fixed Effect vs Random Effect Model

I.4 BEHAVIORAL ECONOMICS AND EXPERIMENTAL METHODS/ EXPERIMENTAL ECONOMICS FOR MANAGERS

[3 Credits]

Objectives:

The discipline of Economics has undergone a major shift through the incorporation of behavioural considerations – in the study of how economic agents make decisions when rationality and foresight are not unbounded and when psychological and social considerations may play a role in decision-making. Experiments are used to study decision-making and behaviour in markets, games, and in other strategic situations.

A successful manager or a consultant is expected to create ideas. However, by its very nature, it is not possible to empirically verify whether a new idea will work. Even if the idea is borrowed from a different social or cultural or economic context it will lack empirical backing in the context in which it will be implemented. Experiments are a good way of testing an idea in a particular context to see if it works or not.

The course will expose the students to experimental methods on a variety of behavioural issues ranging from fairness, envy, guilt, and morality, to risk-aversion, loss-aversion and ambiguity aversion. The students will learn and practice a wide range of critical-thinking skills about experimentation that can be applied across management functions.

Course Content:

Part I: Basics of experiment designing

Experiments in economics
Understanding treatment and control
Writing instructions
Importance of monetary incentives and repetition.
What constitutes deception
Experimenter demand bias and social desirability bias
Market designing using experiments
Issue of external validity
Comparisons of economics and psychology experiments.
Understanding vignettes v. decision-making involving opportunity costs

Part II: The heart of behavioural economics - Fairness concern, trust, and economic ethics

Understanding fairness concern in behavioural economics
Theory of fairness concern
Market implications of fairness concern
Designing 'trust game' experiments
Designing ethics experiments

Part III: Designing and programming experiments

Programming multi-stage interactive experiments using Z-tree

Part IV: Risk and ambiguity - Experiments on decision-making under incomplete information

Designing experiments to understand risk preference

Designing experiments to understand ambiguity aversion v. risk aversion

Role of choice architecture

Designing experiments on decision-making for others

Loss-aversion

Session plan

1. How behaviour differs from theory? Introduction to the course; Designing experiments – ceteris paribus; Lab v. field (Holt, Ch. 1 and 2; Chaudhuri Ch. 2)
2. Cleaning your test tube - Induced values for control; Role of framing; Within-subject and between-subjects designs (Holt, Ch. 2; Chaudhuri Ch. 2)
3. Market in the lab - Trading pit (Double auction); Studying asset bubble in the lab (Holt, Ch. 6; Chaudhuri Ch. 15)
4. Thinking fast and slow - Experiments in cognitive and economic psychology; Sub-conscious and conscious minds (Chaudhuri Ch. 3)
5. How good is greed? The idea of social preference and fairness (Chaudhuri Ch. 7; “Fairness and the Assumptions of Economics” - Daniel Kahneman, Jack L. Knetsch and Richard H. Thaler, *The Journal of Business*, Vol. 59, pp. S285-S300.)
6. Guilt and envy - Inequity aversion and guilt aversion as the rational basis of fairness; Fairness as a constraint on profit-making (Chaudhuri Ch. 7 and 8; “A theory of fairness, competition, and cooperation.” - Fehr, E., and Schmidt, K. M. *The quarterly journal of economics*, Vol. 114 817-868)
7. Gratitude, conscience, and reciprocity - Trust, trustworthiness, and a small dose of psychological game theory (Chaudhuri Ch. 9 and 10; “Gratitude, conscience, and reciprocity” – Sarkar, S. *European Journal of Operational Research*, Vol. 277 633-642)
8. Price of morality - Lying, stealing, and deceiving (Lecture note on lying and deception; Umphress et. al (2009), “The Influence of Distributive Justice on Lying for and Stealing from a Supervisor”, *Journal of Business Ethics*, Vol. 86, No. 4)
9. Students’ presentations of experiment designs (proposals)
10. Students’ presentations of experiment designs (proposals)
11. Programming multi-stage interactive experiments using Z-tree - Social dilemma experiment (Chaudhuri Ch. 11 and 12; z-tree manual)
12. Programming multi-stage interactive experiments using Z-tree - Effort choice (z-tree manual)
13. Students’ experiments
14. Students’ experiments
15. Students’ experiments
16. Probabilistic thinking - Allias paradox; Prospect theory (Holt, Ch. 7 and Ch.30; Chaudhuri Ch. 4 and 5)
17. Probabilistic and ambiguous thinking - Information cascade and learning; Ambiguity aversion; Ellsberg paradox (Holt, Ch.31; Chaudhuri Ch. 5)
18. Other people’s money - Decision-making for others under uncertainty; Fund managers in the lab; Loss-aversion (Behavioural economic phenomena in decision-making for others - Ifcher, J. and Zarghamee, H. *Journal of Economic Psychology* Vol. 77)
19. Students’ presentation of experiment data
20. Students’ presentation of experiment data

1.5 BUSINESS AND CLIMATE CHANGE

[3 CREDITS]

COURSE DESCRIPTION:

Climate change and its consequences are causing major concerns worldwide. Many companies are taking aggressive action to address it because they are responsible for most greenhouse gas emissions. Furthermore, they can develop and implement solutions to address climate change by using their resources such as research and development, technologies, financial support, and human resources.

This course broadly touches upon at least FIVE Sustainable Development Goals (SDGs):

1. Goal 13 (Climate Action),
2. Goal 7 (Affordable and Clean Energy),
3. Goal 8 (Decent and Inclusive Work and Sustained Economic Growth),
4. Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation), and
5. Goal 12 (Responsible Consumption and Production).

In the context of 'Business and Climate Change,' we will explore the following key questions:

- what is climate change, and why is it important for MBA students and the companies they work for to care about it?
- what are the implications of the emerging climate economy for your career, your company, and your industry?
- how do companies measure and manage their emissions?
- what are the tools and frameworks to understand and respond to regulations (such as a carbon tax or cap-and-trade), and how does a company's business model get affected by climate change?
- what are the global policy-making processes, and how do they impact businesses?

The course is mainly developed based on Economic principles. It goes beyond standard economic concepts and adds principles and scientific evidence from social and cognitive psychology, sociology, political science, natural science, and mathematics.

The main focus will always be to better understand the costs (private and social) of climate change on business and how to manage businesses efficiently and optimally to minimize the costs and to ensure economic (private and social) prosperity without ruining the global climate and the environment further. In this context, this course will show the 'bigger picture' of climate change by identifying the interplay between different stakeholders, locally and globally, and understanding the conflicts and possibilities of cooperation among them.

Using evidence-based interactive learning method, this course will try to understand better:

- why do exchange institutions fail to protect the local and global environment,

- how we can better understand effective ways to reduce risks of climate change to health, productivity, and output/prosperity,
- how we can better identify and address environmental conflicts within a firm, within a market in an economy, and beyond,
- how to encourage more coordination and cooperation to protect the climate among different stakeholders,
- how to design a better incentive structure to induce behavioural change among producers and consumers, and promote more protection at less public costs,
- how to ensure economic prosperity, today and tomorrow, without ruining the global climate further, and
- how to build a New Climate Economy that accelerates ambitious climate action in developing countries in a way that delivers economic growth with the fulfilments of some/most of the SDGs (Sustainable Development Goals), e.g., good jobs, poverty reduction, and health benefits.

COURSE LEARNING OBJECTIVES:

The issue of climate change is becoming increasingly important as we look ahead to the next few decades. The world is moving towards a 'climate economy' and companies that don't adapt may be left behind. As a student or manager, it's important to understand your role in mitigating climate change, as your resource use and GHG emissions contribute to the problem.

Upon completion of this unit, successful students should be able to understand and explain

- (i) the physical mechanisms and firms' role in global climate change,
- (ii) the inter-temporal efficiency of climate change mitigation measures,
- (iii) the international distribution of responsibility for climate change mitigating measures,
- (iv) why managers/CEOs should care about climate change
- (v) how they can address the problem and ensure their economic well-being

Students are also expected –

- (1) to develop awareness of climate change,
- (2) to understand the emerging climate economy, and
- (3) to develop frameworks to assess the market value consequences of firms' exposure to climate change
- (4) to understand the New Climate Economy.

1.6 DEMAND AND BUSINESS FORECASTING

[3 Credits]

Objectives:

Course is designed to

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

Course Content

***Overview of Demand & Business Analysis**

Significance of Demand Analysis and Business Forecasting

Determinants of Demand,

Elasticity of Demand, Revenue and Profit of a Firm

*** Estimation of Demand & Business**

Marketing Research Techniques

Statistical Estimation

Variable Identification, Time Series & Cross Sectional Data Collection,

Specification of the Model, Estimation of Parameters, Interpretation of

Regression Statistics

*** Forecasting Demand and Business**

Introduction to Forecasting Models

Selecting a forecasting Technique

Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead

Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting

Qualitative Forecasting Techniques:

Survey & Opinion Polling Techniques, Judgmental bootstrapping etc.

Quantitative Forecasting Techniques:

Time Series Analysis

Trend Analysis, Cyclical Variations, Seasonal Effects, Random

Fluctuations

Time Series Forecasting Methods

Moving Averages, Classical Decomposition Methods, Exponential

Smoothing, Holt's and Winter's Models

ARMA, ARIMA, SARIMA, RegARIMA, Dynamic Regression Models,

Intervention Analysis, X-12 ARIMA, Artificial Neural Networks,

GARCH and Advanced Techniques

Barometric Techniques

Leading, Lagging and Coincident Economic Indicators

Diffusion and Composite Indexes

***Use of Software Packages for Forecasting**

Excel Spreadsheet, Minitab, Eviews, US Census X-12 ARIMA Program Package, SAS

1.7 DEVELOPMENT ECONOMICS

[3 Credits]

Objective:

This course aims at giving a perspective to students specializing in Management, reasons why people and businesses thrive in some economies. The idea is not so much a cross-country analysis, but more an analysis of how perspectives on development have changed over time. We would also discuss new challenges faced in prescribing standard policies in the light of technological changes in recent years (increase in internet use), the psychological constraints in implementing rational policies, infrastructure bottlenecks especially in the Indian context and ways to overcome them.

Modules, Topics, Sessions, Readings

- 1 Evolution of thought on poverty reduction, Development and growth 1 Lindauer, David and Lant Pritchett, 2002. "What's the big idea? The third generation of policies for Economic Growth", *Economica*, 3(1): 1-39.1 "The idea of antipoverty policy", Martin Ravallion, *Handbook of Income Distribution Volume 2*.
- 2 Productivity Growth: The industrial revolution and its spread 1 "The rise of Europe: Atlantic trade, institutional change and economic growth", Acemoglu, et. al. *American Economic Review* 2005 2 Economic exchange, trade and efficiency 1 "The origin and development of markets: A business history perspective" Mark Casson and John S. Lee, *Business History Review* 85(1) 9-37.
- 3 "Matchmakers: The new economics of multi-sided platforms" David S Evans and Richard Schmalensee, Part 1, *Economics and Technologies*.
- 4 Behavioral Insights in Development Economics 1 *Mullainathan, Sendhil (2006) "Development Economics Through the Lens of Psychology," *Proceedings of the Annual Bank Conference on Development Economics* 1 Datta, Saugato and Sendhil Mullainathan (2012) "Behavioral Design: A New Approach to Development Policy." *CGD Policy Paper* 016
- 5 Economic Inequality and Development Interconnections 2 Debraj Ray, Chapter 6, *Economic Inequality*, Chapter 7, *Inequality and Development Interconnections*
- 6 Population Growth and Economic Development 1 Debra Ray, Chapter 9, *Population Growth and Economic Development*
- 7 Credit: informal credit markets, interlinked transactions, alternative credit policies 2 Debraj Ray, Chapter 14, *Credit*
- 8 Insurance: Basic Concepts: limits to insurance, information and enforcement 1 Debraj Ray, Chapter 15, *Insurance*

- 9** Institutions and economic development 2 "Institutions, Institutional Change and Economic Performance" Douglas North, Part 1.
- 10** Corruption and economic development 1 "Corruption and Development: A Review of Issues" Pranab Bardhan, Journal of Economic Literature, 1997
- 11** Infrastructure Bottlenecks in the Indian Economy1 Lecture Notes
- 12** The Problem of Land Acquisition for Infrastructure
Projects 1 Land A critical Resource for Infrastructure, India Infrastructure Report 2009

I.8 ECONOMICS OF HUMAN RESOURCES

[3 Credits]

Objectives:

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

Topics:

Part A - HIRING

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

Part B - UNDERSTANDING THE MARKET

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

Part C - INCENTIVES AND COMPENSATIONS

- Variable pay or straight pay (1 session)
- Seniority based pay (1 session)
- Incentives to 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)

I.9 ECONOMICS OF INFORMATION AND NETWORK INDUSTRIES

[3 Credits]

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)
1	Introduction and overview of the course Demand side economies of scale – Network externality Supply side economies of scale – Increasing returns	<i>Book Chapter:</i> Shapiro and Varian, Information Rules, Ch 1 – The Information Economy Oz Shy , The Economics of Network Industries Ch 1 – Introduction to Network Economics Sec 7 and 8 of Economics of Information Technology, Hal. R. Varian, Joseph Farrell and Carl Shapiro
2	Systems effect in information industry Network effects in physical (telecommunication) and virtual (systems) networks; Internalizing the network externality – gateways, adapters and standards.	<i>Book Chapters:</i> Shapiro and Varian, Information Rules, Ch 5 – Recognizing Lock-In & Ch 6 – Managing Lock-In Sec 9 and 10 of Economics of Information Technology -Hal. R. Varian, Joseph Farrell and Carl Shapiro <i>Article:</i> Arthur, B. “Increasing Returns and the New World of Business.” Harvard Business Review (1996) Economides, N. (1996), “The economics of networks”, <i>International Journal of Industrial Organisation</i> , 14, pp. 673-699.
3 - 4.	Analyzing the hardware industry –Network externalities approach	Oz Shy, The Economics of Network Industries, Ch 2- The Hardware Industry
5	Analyzing the hardware industry – The software approach	<i>Book Chapter:</i> Oz Shy, The Economics of Network Industries, Ch 3 – The Software Industry
6 - 7	Technology adoption, patents, licensing and standardization in network industries	<i>Book Chapter:</i> Oz Shy, The Economics of Network Industries, Ch 4 – Technology Advance and Standardization
8 - 9	Economics of the Telecommunication Industry	<i>Book Chapter:</i> Oz Shy, The Economics of Network Industries, Ch 5 – Telecommunication

10 - 11.	Information Complements	Sermo Inc. - Cashing in on doctors' thinking Interview: Daniel Palestrant Sermo's Twist on Social Networking <i>Article:</i> Parker and Van Alstyne, "Strategies for Two-Sided Markets" Harvard Business Review (2006)
12	Network Mobilization and Platform Control	<i>Case:</i> NTT DoCoMo Inc.: Mobile FeliCa
13	Envelopment and Interoperability	<i>Case:</i> RealNetworks Rhapsody
14	Strategies of de facto standardization; Evolution of standards	<i>Case:</i> Adobe Systems Inc. <i>Article:</i> Katz, M. and Shapiro, C. (1994), "Systems Competition and Network Effects", <i>The Journal of Economic Perspectives</i> , Vol. 8, No. 2 (Spring, 1994), pp. 93-115
15-16.	Pricing Software I	<i>Case:</i> Atlantic Computer <i>Book Chapters:</i> Shapiro and Varian, Information Rules, Ch 2 – Pricing Information & Ch 3 – Versioning Information
17.	Pricing Software II	<i>Case:</i> Bundling
18-19.	Internet Advertising	<i>Articles:</i> Varian "The Economics of Internet Search" "Secret of Googlenomics", <i>Wired</i> , May 22, 2
20	CourseWrap Up and Concluding Discussions	<i>Article:</i> Chris Anderson, "Free! Why \$0.00 Is the Future of Business" <i>Wired</i> , Feb 25, 2008.

I.10 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

Objectives:

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.

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.11 FIRMS, MARKETS AND GLOBAL DYNAMICS

[3 Credits]

Objectives:

Findings from complexity science, a growing inter-disciplinary area, indicate that global business dynamics are among the most complex phenomena. Yet the management professional has an increasing need to anticipate the changing realities.

The elective's central quest is to facilitate richer intuitions into the non-linear logic of global dynamics, including the ongoing phenomenon of globalization, with the economic institutions, especially the firm, at the core. Global business dynamics, the course suggests, may be seen as the essence of global dynamics itself; especially since the industrial revolution.

The elective also seeks to deepen the enquiry into the firm, while bringing the other major economic institutions into the framework, viz., goods & services markets, financial markets, nation-states, and international organizations. The enquiry is multi-disciplinary, offering the participants an opportunity to integrate the functional areas towards a more holistic understanding of the evolving realities.

The other objectives of the elective are:

To examine the complex dynamics of the principal economic institutions, viz., firms & markets.

To examine the systemic forces which influence the drive towards globalization.

To explore the rise and decline of nations, and civilizations.

To make meaning of the non-linear tides in global business dynamics, and even global dynamics in general.

To reckon the newer challenges and prospects for the management profession, as also for the individual professional, given the logic of global business dynamics.

Topics:

1. Introduction

- Basic ideas on chaos, complexity and complex dynamics;
- The importance of domain insights, pattern cognition, and logic.
- The principal institutions in a market economy, with firms at the core.
- A working definition of globalization, beyond champions and dissidents; focus on the systemic/institutional/design issues. Certain preliminary patterns.
-

2. Visualizing the principal economic institutions through a quasi-mathematical model.

- Positive feedback with system configuration change (PFSCC);
- The explosive characteristic.
- Industrial Revolution visualized through the PFSCC framework.
- The centrality of the firm, and especially of a critical set of firms, in a market economy.
- The resilient constraint and its iterative play; the relentless impetus to invent and innovate;
- Schumpeter's creative destruction.

3. **An idiosyncratic look at the evolution of the present world order through the complex dynamics of the major economic institutions, especially firms & markets.**
 - The precursors to the present pattern of globalization.
 - The newer impetus since the 1970s;
 - The special case of the emerging economies.
 - A changing world order.

4. **The increased importance of the management profession: the prospects and challenges.**

I.12 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, and complementors, as well as with internal stakeholders. 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 student’s ability to think strategically in complex, interactive environments.

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, Mixed strategy Nash equilibrium;

Repeated games

Commitment and Strategic Moves - Credibility, threats, and promises;

War of Attrition;

The value-net;

Bargaining under complete information; Nash bargaining solution.

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

N-person games – Collective action and public policy;

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;

Bargaining under incomplete information;

Designing contracts under incomplete information;

Auctions – First-price and second-price;

Signalling games - Job-market signalling, certification as a signal, entry deterrence under incomplete information.

Session plan

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

1. Introduction; Understanding “individual rationality” (Lecture notes 1)

2. Sequential moves, backward induction and foresight; Power-structure in sequential move games; Role of inequity aversion Games with Sequential Moves (Ch 3 of Dixit and Skeath; Lecture notes 2)
3. Simultaneous move games with pure strategies (Ch 4-5 of Dixit and Skeath; Lecture notes 3 and 4)
4. Repeated games and tacit collusion (Ch 11 of Dixit and Skeath; Lecture notes 6)
5. Simultaneous move games with mixed strategies (Ch 7 of Dixit and Skeath; Lecture notes 7)
6. War of Attrition (HBS Case: Hold or Fold?; Lecture notes 5)
7. Commitment and Strategic Moves - Credibility, threats, and promises (Ch 10 of Dixit and Skeath; Cases: Gainesville Regional Utility; Hero Cycles vs. PARI)
8. Understanding the value-net; Bargaining under complete information; Nash bargaining solution (Case: Acme Auto vs. Selco Steel; Lecture notes 8)

Module B (Games of Complete Information – Advanced Topics)

1. N-person games (Ch 7 and 10 of McCain)
2. Collective action and public policy; Congestion control; Collective-action games (Ch 12 of Dixit and Skeath)
3. Matching games and market designing (Lecture note - A Note on Gale-Shapley Algorithm; Case - Uber's matching problem)
Coalitional games (Ch. 16 of McCain)
4. Evolutionary game theory (Ch. 19 of McCain)

Module C (Games of Incomplete Information and their Business Applications)

1. Introduction to games of incomplete information; Simultaneous move games of incomplete information - Bayesian Nash Equilibrium (Chapter 9 of Osborne)
2. Bayesian Nash Equilibrium with two-sided incomplete information (Chapter 9 of Osborne)
3. Sequential move games of incomplete information - Perfect Bayesian Equilibrium; Bargaining under incomplete information; Final Offer Arbitration (Lecture notes: A note on strikes; A note on Final Offer Arbitration; Lecture note 7)
4. Designing contracts under incomplete information (Lecture note: A note on incentives in contracting)
5. Auctions and bidding – Private value auctions with risk-neutral and risk averse bidders (Ch 17 of Dixit and Skeath; Lecture note: A Simple Mathematical Note on Auctions)
6. Common value auctions (Ch 17 of Dixit and Skeath)
7. The structure of signalling games; Entry deterrence under incomplete information (HBS Case: Fog of Business; Ch 9 of Dixit and Skeath)
8. Job-market signalling (Lecture note: A Note on Signalling Games)

I.13 INDUSTRIAL ECONOMICS AND COMPETITIVE STRATEGIES

[3 Credits]

Objectives:

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

Topics:

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

STRUCTURE

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

CONDUCT

9. Competition
 - Competing via Commitment-Sessions 9,10
 - Dynamics of Pricing Rivalry-Session 11,12
 - Entry & exit strategies-Session 13
10. Strategic Positioning & dynamics
 - Competitive advantage and its sustenance-session14
 - Innovation as a source of competitive advantage-session 15
 - Agency and performance measurement-session 16

PERFORMANCE

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

PUBLIC POLICY & REGULATION

12. Issues in Antitrust & regulatory Economics-Session 20

I.14 INTERNATIONAL BUSINESS ECONOMICS

[3 Credits]

Objective:

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.

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
- Regional integrations

Session plan for Module 2

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

Part II CURRENCY AND INTERNATIONAL FINANCE

Module 3 Currency market and exchange rate

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

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

Session plan for Module 3

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

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

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

- Fixed and flexible rates – Central Banks actions
- Impact of changing exchange rates on exports and imports
- Volatility managements by the government and Exchange rate regimes
- Open economy macroeconomics
- Monetary approach and asset market approach to predict future exchange rate
- 3 International Financial Crises models - Understanding the recent few crises
- The Euro Crisis/ crisis in Venezuela
- 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/ crisis in Venezuela, Economic risk indicators for FDI and FII – ([Session 18 and 19](#))
- Students’ presentation of term papers – ([Session 20](#))

6. Session plan:

Sessions	Topics	Learning goals
MODULE 1		
1	Introduction - International comparisons Internationalisation of business – meaning, dimensions	Quest for excellence Functional knowledge
2	Ricardo and Comparative advantage Problem solving	Quest for excellence Global mindset
3		Decision making Functional knowledge
4	Heckscher Ohlin model of factor abundance Problem solving	Quest for excellence Global mindset Decision making Functional knowledge
5	Krugman’s model of Intra-Industry Trade	Quest for excellence Global mindset Functional knowledge
MODULE 2		
6	Tariffs in competitive markets	Quest for excellence Global mindset Functional knowledge

7	WTO tariff structure and problem solving based on WTO tariff structure	Quest for excellence Decision making Global mindset Functional knowledge
8	Quota, Tariff and quota in monopolistic markets, Voluntary Export restraints	Quest for excellence Global mindset Functional knowledge
9	Dumping and Antidumping Duty under the WTO	Quest for excellence Global mindset Functional knowledge
10	Subsidies and Countervailing duties under the WTO, regional integration Problem solving	Quest for excellence Decision making Global mindset Functional knowledge
11	Strategic Trade Policy under oligopolistic markets	Quest for excellence Global mindset Functional knowledge
MODULE 3		
12	Currency market and basic Central Bank operation, Product market approach to determination of exchange rate	Quest for excellence Functional knowledge
13	Asset market approach to determination of exchange rate	Quest for excellence Functional knowledge
14	Currency futures and options and Problem solving on currency market	Quest for excellence Decision making Global mindset Functional knowledge
MODULE 4		
15	Basics of fixed and flexible exchange rate, export import and currency market	Quest for excellence Global mindset Functional knowledge
16	Monetary approach and asset market approach to predict future exchange rate	Quest for excellence Functional knowledge
17	Open economy macroeconomics	Quest for excellence Global mindset Functional knowledge
18	3 International Financial Crises models - Understanding the recent few crises, The Euro Crisis,	Quest for excellence Decision making Global mindset Functional knowledge
19	Economic risk indicators for FDI and FII	
20	Students' presentation of term papers	Quest for excellence Decision making Global mindset Functional knowledge

I.15 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.

Course Outline and References:

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

- Telecom Revolution in India: Technology, Regulation and Policy, Sridhar Varadharajan, Oxford Publications
Chapter 1: Network Economics in Telecom
Chapter 2: Basic Telecom Services in India
Chapter 3: Cellular Mobile Services: The Indian Success Story
Chapter 4: Spectrum Management for mobile services in India: A Conundrum
 - “Bankruptcy to Billions: How the Indian Railways Transformed itself”, Sudhir Kumar and Shagun Mehrotra
Chapter 1: Bankruptcy to Billions
Chapter 2: Political Economy of Reforms
Chapter 3: The Market
 - Competition Issues in Regulated Industries: Case of Indian Transport Sector, Railways and Ports, published Competition Commission of India
6. Granting and negotiating infrastructure concessions to avoid renegotiations at a later date.
 - Study on Competition Concerns in Concession Agreements in Infrastructure Sectors, Piyush Joshi and Anuradha R. V, published by the Competition Commission of India.
 7. Tendering and Procurement Issues in a Public Private Partnership.
 - Public Procurement and the Private Sector, Ajay Pandey, India Infrastructure Report, 2003.
 - Procurement and Contracting, 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.16 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 and Yield
3. Principles of Financial Markets and Interest Rates
 - Understanding Interest Rates
 - Risk and Term Structure of Interest Rates
 - Interdependence of Markets and Interest Rates
 - Rational Expectations and Efficient Markets
4. Economics of Banking (Depository) Institutions
 - Banking Institutions: Revenues, Costs and Profits
 - Basic Issues and Performance of Depository Institutions
 - Asymmetric Information and Banking Regulation
5. Central Banking, Monetary Policy and Regulation
 - The RBI as a Central Bank: Structure, Functions and Working
 - Reforms
 - The Current Regulatory Structure
6. Essentials of Monetary Theory
 - The Classical and Keynesian Theories of Money, Prices and Output

- Rational Expectations and Modern Theories of Money and Income

7. Conduct of Monetary Policy and Interlinkages

- Objectives and Targets of Monetary Policy
- Policy Lags and Intermediate Targets
- Rules Vs. Discretion in Monetary Policy
- Interlinkages

I.17 SOCIAL BANKING AND MICROFINANCE

[3 Credits]

Background and Objective:

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 *multiagency* system.
6. 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.

Major policy initiatives launched as a part of the social banking process in India including:

- (a) Nationalisation of major private sector commercial banks

- (b) Evolution of the concept of *priority sector credit*,
- (c) Launching of *Lead Bank Scheme (LBS)*, and
- (d) Introduction of *Service Area Approach (SAA)*, etc.

7. Outline of subsidy-linked credit programmes of the Government like PMEGP (formerly PMRY), NRLM (formerly SGSY), NULM (Formerly SJSRY) & SRMS (formerly SLRS), etc.

8. Other credit schemes launched by the Government/RBI without subsidy-linkage like the *Differential Rate of Interest (DRI)* scheme and *Kisan Credit Card (KCC)* scheme etc.

9. Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA) and the framework envisaged under LBS and SAA for achieving co-ordination at various levels- aimed at facilitating effective implementation of the social banking initiative. Reference in this context will be made to the functioning of forums of coordination like DCC, SC & DLRC at the district-level and SLBC at the State-level (all constituted under LBS) and BLBC (constituted under SAA).

10. Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.

11. Identification of major challenges vis-a-vis social banking process in India and ways of addressing the same

I.18 TIME SERIES ANALYSIS

[1.5 Credits]

Objectives:

Analysis of financial and time series data has received substantial attention in today's business. A thorough understanding of the applied times series analysis/econometrics is essential for modelling, analysing and predicting the behaviour of such variables. Due to growing importance and relevance of applied time series econometrics in finance and other related fields, the course is designed to help the students to understand the concepts, methods, applications and usefulness of time series analysis to various problems relating to marketing, finance and other avenues of business. Practical examples from the industry and economy are the hall mark of the course combine with laboratory experiments with latest software application. For practical purpose, the course is extremely useful for management professional working in different firms with various capacities in decisions making.

Topics:

1. Introduction to Time Series Analysis
 - Nature of time series data, difference equations,
 - Stochastic process: Stationary versus Non-stationary Stochastic Process
 - Tests of Stationarity: Correlogram, Unit Root Tests, Random Walk Models.
2. Multivariate Times Series Analysis
 - Vector Autoregression Model (VAR): Estimation and Identification,
 - Variance decomposition and Impulse response functions,
 - Causality applying Granger Causality Tests and VAR model,
 - Forecasting using a VAR model.
3. Modeling Short Run and Long Run Relationships
 - Cointegration: Cointegration and common trends,
 - Tests of cointegration: Engle-Granger Two Step Procedure, the Johansen-Juselius Multivariate Test,
 - Error Correction Models:- Estimation and interpretation off an Error Correction Model
 - Forecasting Using an Error Correction Model
4. Modeling Volatility:
 - Time varying volatility model: ARCH, GARCH models and its extension
 - Forecasting volatility and Other Volatility models
5. Modeling Non-linear Time Series
 - Simple nonlinear models
 - Threshold Autoregressive Model (TAR), The Smooth Transition Autoregressive (STAR) model etc.
 - Nonlinearity Tests etc.

II FINANCE

II.1 FINANCIAL MANAGEMENT – I

[3 Credits]

Objectives:

The broad objective of the course is to familiarize participants with the three major decision areas of Corporate Finance, viz. Investment, Financing, and Earnings Distribution Decisions. Subsequently the participants will be offered an integrated view of Corporate Finance decision through the process of Corporate Valuation and Risk Management. The course aims at sharpening the financial decision making skills of the participants.

Topics:

Session Plan

Module	Session No.	Topic	Text Book Reading **	Case Discussion
	1	Considering Time Value of Money in Financial Decisions	Chapter 1 & 2	Financial Analysis of Doing an MBA
Capital Market	2	Equity and Fixed Income Market		
	3	Derivatives Market	Chapter 20 & 21	Coorg Coffee Estate
Expected Return	4	Risk and Return - Investment Theories	Chapter 7 & 8	Alpha Management Company
	5	Cost of Capital	Chapter 9	Tata Motors: Cost of Capital
	6	Divisional Cost of Capital	Chapter 9	Videocon Industries Limited: The Cost of Capital
Financing and Capital Structure	7	Debt vs. Equity	Chapter 14 & 17	Kota Tutoring: Financing the Expansion
	8	Financing Decision	Chapter 25	National Railroad Passenger Corporation (Amtrak): Acela Financing
	9	Capital Structure Decision	Chapter 14	Hill Country Snack Food Co.

	10	Optimal Capital Structure	Chapter 14, 18 & 19	The Wm. Wrigley Jr. Company: Capital Structure, Valuation, and Cost of Capital
Managing Earnings and Liquidity	11	Managing Cash Reserves & Dividend Policy	Chapter 16	Cash Hoarding at Infosys
	12	Working Capital Management	Chapter 30	Dell's Working Capital
Valuation of Bonds	13	Basics of Bonds	Chapter 3 & 24	RIL's Super-Long Bonds
	14	Bond Valuation	Chapter 3	Fixed Income Management
	15	Valuation of Convertible Securities	Chapter 3	Boston Chicken, Inc: 4.5% Convertible Subordinated Debenture Due 2004
Valuation of Equity Shares	16	Issue of Equity Shares	Chapter 4 & 15	TRX, Inc.: Initial Public Offering
	17	Equity Valuation	Chapter 4	Landmark Facility Solution
	18	Corporate Valuation in M&A Context	Chapter 31	TSE International Corporation
Corporate Risk Management	19	Commodity Risk Management	Chapter 26	Delta Beverage Group, Inc.
	20	Forex Risk Management	Chapter 27	Universal Circuits, Inc.

**'Principles of Corporate Finance' by Richard, Stewart, Franklin, and Pitabas

II.2 FINANCIAL MANAGEMENT – II

[3 Credits]

Course Objectives and Rationale:

- To provide you with a very good holistic understanding of the firm from a commercial perspective and to understand the process of sustainable value creation in a firm.
 - Irrespective of your functional specialization, as you progress in your career a broader, commercial perspective of business would become a necessity.

- To equip you with the basic concepts that are required to analyze the financing decisions
 - From start-ups to global conglomerates, accessing funds successfully from increasingly sophisticated capital markets can make or break businesses. Understanding the rich theory and the well evolved practices in the area of capital financing have thus become imperative for the entrepreneur and the general corporate manager

- In the area of working capital management, to train you to determine working capital requirements, analyze impact of working capital decisions and draw up working capital financing strategies
 - Sometimes erroneously considered an unglamorous area of corporate finance, it is the day to day management of working capital that actually makes or breaks a firm. Importantly, working capital management, like capital expenditure management, is a multi-functional area of management that involves all disciplines

Topics

Session-wise Plan

<i>Session</i>	<i>Topic</i>	<i>Chapter of Text</i>
1	Financial Economics: The Finance of Business and The Business of Finance Case: <i>Role of Capital Market Intermediaries in The Dot-Com Crash of 2000</i>	Chapter 1
2	Financing Your Start-up: Magic or Logic? Case: <i>Bladelogic (A)</i>	Chapter 15
3,4	Financing and Valuation: Where Does The Value Come From?	Chapter 11
<i>Re-visiting FM I</i>		
5	Can the Capital Structure Be A Source of Value? De-composing Investors' Desired Rates of Returns <i>Risk Factors, Betas, Leverage</i>	Chapter 7, 8
6	Can the Capital Structure Be a Source of Value? <i>Capital Structure Theories</i>	Chapter 17

7	Raising Long Term Funds: Markets and Institutions, Products and Instruments	Chapter 14, 25
8	Accessing Public Funds, the IPO	Chapter 14, 15
	<i>Case: Alibaba's IPO Dilemma: Hong Kong or New York?</i>	
9	Creating Value through Product Design	Chapter 17
	<i>Case: Tata Steel Limited: Convertible Alternative</i>	
	<i>Reference Securities</i>	
10	How Much Debt Is 'Good Debt'?	Chapter 18
	<i>Case: Iridium LLC</i>	
11	Structuring a Project Financed Deal	Chapter 14, 25
	<i>Case: Poland's A2 Motorway</i>	
12	Enhancing Value through Financial Restructuring	Chapter 18
	<i>Case: RJR Nabisco-1990</i>	
13	Retained Earnings as a Source of Funds: Earnings Distribution and Dividend Policy	Chapter 16
	<i>Case: Dividend Policy at FPL Group, Inc.</i>	
14	Estimating the Cost of Capital for Your Firm	Chapter 9
	<i>Case: H.J. Heinz: Estimating the Cost of Capital In Uncertain Times</i>	
15	Estimating the Cost of Capital for Your Business Unit	Chapter 10
	<i>Case: Marriott Corporation: The Cost of Capital</i>	
16	The Working Capital Decision and Cash Flow Analysis	Chapter 30, 31
	<i>Case: Dell's Working Capital</i>	
17	Growth and Attendant Financing Challenges	Chapter 29,30
	<i>Case: Clarkson Lumber Co.</i>	
18	Internationalization Of Business and the Currency Risk	Chapter 24, 25
	<i>Case: Foreign Exchange Hedging Strategies At General Motors</i>	
	<i>At General Motors</i>	
19, 20	Introduction to Forwards, Options	Chapter 20

II.3 MANAGEMENT ACCOUNTING-I

[3 Credits]

Course Objectives:

Accounting is the language of business. The course provides necessary exposure to the students on the basics of financial accounting. It is to inculcate a broad level of understanding of accounting principles & policies, preparation of accounting numbers, their interpretation and to develop skills in reading annual reports among the students. The objective of the course is also to acquaint the students with the key financial accounting standards and financial reporting practices with emphasis on sound concepts along with their managerial (and governance-related) implications.

Session Plan:

Session Nos.	No. of Sessions	Session-wise Plan	Suggested Reading
1 & 2	2	Blind date with Accounting + Case Discussion	Chapter 1 of FAM 4e
3 & 4	2	Romancing the Balance Sheet + Case Discussion	Chapter 2 in FAM 4e
5 & 6	2	Profit & Loss Account: Numbers don't lie + Case Discussion	Chapter 3 in FAM 4e
7 & 8	2	Accounting Records + Practice Problems	Chapter 5 in FAM 4e
9	1	Flirting with Cash Flow Statement – Introduction	Chapter 4 in FAM 4e
10 & 11	2	Accounting for Joint Stock Companies + Case Discussion	Chapter 6 in FAM 4e
12 & 13	2	Financial Statement Analysis + Case Discussion	Chapter 7 in FAM 4e
14 & 15	2	Cash Flow Statement Analysis: Case Discussion	Chapter 4 in FAM 4e
16	1	Methods of Depreciation & Inventory Valuation a hallucination + Illustration on Manufacturing A/c, Trading A/c	Chapter 8 in FAM 4e
17 & 18	2	Accounting Standards a nightmare + Case Discussion	Chapter 9 in FAM 4e
19	1	Accounting Standards & Variations in Presentation of “Statement of Equity”.	Class Notes
20	1	Eyes for Creative Accounting and Good Governance	Chapter 10 in FAM 4e
20	1	Summarizing Financial Reporting Practices and Course Debrief	Chapter 10 in FAM 4e

II.4 MANAGEMENT ACCOUNTING-II

[3 Credits]

OBJECTIVES:

- To build up the skills of participants to understand basic elements, concepts and system of Cost and Management Accounting.
- To acquaint them with Cost and Management Accounting Mechanics and processes, with an emphasis on sound concept and their managerial implications.
- To develop the skills of participants in taking management decisions based on Cost Accounting Concepts.

TOPICS:

- Introduction to Cost and Management Accounting
- Treatment of Overheads
- Unit Costing (Cost Sheet)
- Joint Product, By Product and Contract Costing
- Process Costing
- Cost Finance Reconciliation
- Marginal Costing, Cost Volume Profit analysis and Decision Making
- Relevant Cost and Differential Cost
- Budgetary Controls
- Standard Costing
- Analysis of Variances
- Activity Based Costing
- Application of Costing Concepts in the Service and Trading Sector

II.5 ADVANCED FINANCIAL MODELING USING R

[3 Credit]

Objective:

This course is designed to combine finance theory with active classroom experiments using R estimate, examine and forecast using financial data and re-examine concepts introduced in diverse finance courses. The primary focus in this course will be on building advanced financial modeling skills among the students with real world applications. The choice of programming language will be R, where there is no need of prior knowledge of R.

Topics :

Session	Content	Coverage	Reading
1.	R basics for Finance	Creating objects, vectors, sequence, lists, arrays and matrices, writing functions, importing, exporting data, listing files and managing directory program with single and multiple lines, and performing basic statistical operations, Using R as financial calculator, Error handling	Chapter-II
2	Financial Statement Analysis	Introduction to R Package Quantmode, download BS/CS/IS/CSFS using R, conducting ratio analysis using R	Chapter 4
3 &4	Capital Asset Pricing Model	Retrieving data from yahoo, google finance and other sources using R, estimating return, using R to run CAPM, Estimating beta for multiple stocks, issues handling while forecasting beta, estimating beta of a portfolio, hedging portfolio with a target beta	Chapter 5&6
5&6	Factor Models	Generating R data set for multi factor Models , Estimating Sharpe's Single factor Model, Estimating fundamental factor (BARRA)Model, Estimating Statistical Factor Model, Estimating Fama French 3 factor model, estimating, building Carhart Momentum strategy, Estimating Sharpe ratio and Treynor ratio, Jensen's Alfa, rolling Beta and Scholes and William Beta	Chapter 7
7 & 8	Portfolio Analysis	Introducing R package "fPortfolio", generating portfolio return matrix, variance covariance matrix, correlation matrices, constructing efficient portfolio of a two stocks and n stocks, portfolio optimisation using Markowitz mean variance framework.	Chapter 10
9 & 10	Value at Risk	Introducing R package for "Performance Analytics" ,Estimating Delta Normal VaR, 1 day VaR vs. n day VaR, Estimating Historical VaR, Modified VaR, Expected shortfall	Chapter 11
11& 12	Option pricing Models	Payoff functions for call and put option, profit loss function, R function for cumulative normal function, pnorm(), put call parity, building option trading strategies and option Greeks	Chapter 3
13, 14 & 15	Credit Risk Analysis	Introducing R codes and functions for credit risk analysis, Retrieving T-bill, T-Note and T-Bond yield data using R, Moody's historical yields for corporate bonds matrices, estimating Altman's Z score, estimating market value and	Chapter 12

		volatility for KVM model, estimating total asset and its volatility, estimating LPM for credit default estimation.	
16, 17 &18	Volatility Models in Finance	Introduction to tseries and zoo ...packages, estimating univariate symmetric and asymmetric volatility models, estimating multivariate volatility models, AP-, RS-,CCC-, DCC- GARCH models estimations, Forecasting using Volatility Models, Markov Chain Simulations, Markov Switching Models	Reading materials
19 &20	Technical Analysis	Introducing TTR and quandl packages, pooling data from Bloomberg, developing technical trading analysis with moving averages, Oscillators, price channels and trade indicators	Reading materials

II.6 BEHAVIOURAL FINANCE

[3 Credits]

Learning Objectives and Rationale:

At the end of this course, you should:

- 1. Be able to define investment goals with clarity.* In domains like fund management, wealth management and corporate investment strategy, behavioural finance helps in defining the investment goals in sharper and richer terms than traditional finance.
- 2. Be able to create equity/investment research reports that guard against biases.* While initiating/ updating security research, analysts exhibit biases like confirmatory bias and non-Bayesian updating; awareness of these biases and incorporating mechanisms to deal with these biases help mitigate the effect.
- 3. Be able to take investment decisions that are devoid of systematic biases.* Biases like representativeness, overconfidence, over-optimism and social herding often impact investment decision making; incorporating mechanisms that guard against these biases help mitigate their impact.
- 4. Be able to trade in assets without being tied down by systematic biases.* Both in high frequency (example, stock trading) and in low frequency (example, mergers and acquisitions) decision makers have to guard against systematic biases like loss aversion, endowment bias and the disposition effect

Topic

- *One* Introduction: Investment Decision Making Cycle: Traditional versus Behavioral Finance
- *Two, Three* Who is The Investor? Decoding Investor Goals via Pascal-Fermat Bernoulli, Fechner, Neumann-Morgenstern, Savage, Friedman, Kahneman and Tversky
Experiments/ Instruments: *St Petersburg Paradox, Risk Aversion, Allais Paradox, Ellsberg Paradox, Reflection Effect, Framing Effect*
Group Task 1: Critical evaluation and re-design of a fintech solution/ app/ financial product that aims to customize solutions incorporating investors' risk- return preferences
Reading: *Kahneman and Tversky and the origin of behavioral Economics, Heukelom, F, Tinbergen Institute Discussion Paper*
- *Four, Five* Researching Securities sans Biases
Experiments/ Instruments: *Confirmatory Bias, Non-Bayesian Updating* **Group Task 2:** Critical evaluation and re-construction of an equity/investment research report
Reading: Various Equity/ Security Research Reports *Aspects of Investor Psychology, Kahneman, D and Riepe, MW (1998), Journal of Portfolio Management, Vol 24, No.4*
- *Six, Seven* Investing Biases and Blind Spots
Experiments/ Instruments: *Representativeness, Overconfidence, Herding, Extreme Probabilities, Lake Wobegon Effect, Hindsight Bias, Attribution Bias*
Group Task 3: Critical evaluation of analysts'/ corporates' forecasting, investment decisions
Reading: *Before You Make that Big Decision, Kahneman, D, Lovallo, D and Sibony, O, HBR June 2011*

- Eight, Nine The Demons That Traders Have To Confront
Experiments/ Instruments: *Endowment Effect, Loss Aversion, Disposition Effect, Status Quo Bias* **Reading:** *The disposition effect in securities trading: an experimental analysis*, Weber, M and Camerer, CF, **Journal of Economic Behavior & Organization**, 33(2), 1998
Profitability of Momentum Strategies: An Evaluation of Alternative Explanations, Jegadeesh, N and Titman, S, **The Journal of Finance**, 56(2), 2001
- Ten Conclusion: Investment Styles, Value Investing
Reading: *Note on Behavioral Finance*, Ivey Publishing

II.7 BUSINESS ANALYSIS AND VALUATION

[3 Credits]

Objectives:

The course has got the following two broad objectives:

1. To help the participants understand the different techniques used in valuing companies; and
2. To provide insights into how companies create, maintain, and (or) destroy value.

After the end of this course, the participants should be able to value any company, understand the different factors that drive the value, and understand how to maximize it.

Topics:

Module 1: Introduction to Valuation (3 sessions)

1. Different Valuation Methods, Recap of Basics of Dividend Discounting Model and Modigliani and Miller Theorem (1 session)

- Reading Materials: Chapters 1, 2 of the book

2. Sales, Profit, and Asset Based Multiples; Price-earnings and Price-Book Value Multiples: key differences; Balance sheet and income statement based multiples: key differences (2 sessions)

- a. Reading Materials: Chapter 9 of the book

Module 2: Understanding the Theory of Valuation (5 sessions)

3. Discussion of Case **Kennecott Copper Corporation** (1 session)

4. Understanding the basics of FCF, CCF, FCFE, and APV Valuation methods with zero growth and in the presence of Growth, Valuation in the presence of dividend distribution tax (2 sessions)

- Reading Materials: Chapter 3 of the book (read the appendix to Chapter 3 as well)

5. Case Discussion on **Sampa Video** (1 session)

- Reading Materials: Read the case on Sampa Video thoroughly. Find the value of the project using the FCF, CCF and FCFE method using a spreadsheet. Bring your laptop to this class.

6. Valuation in the context of LBO and LCO (1 session)

- Reading Materials: Appendix to Chapter 3 of the book

Class Test 1 will be held after Module 2. Only conceptual knowledge will be tested in this class test. The test will be largely numerical in nature.

Module 3: DCF Valuation in Practice (5 sessions)

7. Estimating Discount Rates: Practical issues we face while estimating the discount rate (2 sessions)

- Reading Materials: Chapter 4 of the book

8. Estimating Free cash flow: Practical issues we face while estimating and forecasting free cash flows, Understanding the EVA method of valuation, Finding the terminal value correctly (2 sessions)

- Reading Materials: Chapter 5 of the book

9. Case Discussion on **Laura Martin and the Cable Industry** (1 session)

- Reading Materials: Read the case on Laura Martin carefully. In particular, look at the different assumptions she is making to value Cox Communications and the way she defends her assumptions.

Class Test 2 will be held after Module 2. Questions from *Module 2 only* will come in this test. In addition to conceptual knowledge, the quiz will also test your ability to apply the concepts learnt in various practical situations.

The project report is due for submission within a week after Module 2 is over.

Module 4: Valuation in Special Cases (7 sessions)

10. Valuing in Mergers and Acquisitions: Estimating discount rate after merger, adjustments made while computing the free cash flows, valuing synergy (1.5 session)

- Reading Materials: Chapter 8 of the book

11. Case Discussion on **Cooper Industries Limited** (1 session)

- Reading Materials: Read the case on Cooper Industries carefully.

12. Valuing private companies (1 session)

- Reading Materials: Chapter 10 of the book

13. Venture Capital Valuation methods, Examples of VC Valuation (1 session)

- Reading Material: Bring the **Venture Capital Problem Set** to the class.

14. Valuing Flexibility, Uses of Option Pricing models in asset valuation, uses and misuses of option pricing theory in company valuation (1.5 sessions)

- Reading Materials: Chapter 10 of the book

15. Discussion of the Project Reports, Recap of the Course (1 session)

II.8 CAPITAL EXPENDITURE PLANNING AND CONTROL

[3 Credits]

Course Objectives:

- a) To provide necessary inputs to students in form of concepts, theories and financial management tools and techniques related to capital expenditure decisions.
- b) To aid the students in developing an integrated approach to capital expenditure decision making process primarily emphasizing on sound concepts and their managerial implications.
- c) To focus heavily on the practical and financial aspects of capital expenditure decisions, which would equip the students to apply their skills and knowledge effectively in the future while dealing with capital expenditure decisions.
- d) To provide necessary inputs on various facets of working capital management essentially stressing on the concepts of dynamics of working capital, estimating working capital requirements and working capital financing policies.

<i>Session No</i>	<i>Module No</i>	<i>The Module</i>	<i>Broad Coverage</i>
1	I	An Introduction	Cash Flows – Importance & Utility <i>(Conceptual Clarification)</i>
2, 3, 4 & 5 (4 Sessions)	II	The Fundamentals	A Study of CAPEX Cash Flow Stream & Introducing Project Evaluation Techniques <i>(Conceptual Clarification)</i> Evaluating CAPEX Proposals (Mini Cases) <i>(Case Based Approach for Clarifying Concepts)</i>
6	II	The Fundamentals	A Re-look at IRR method and Pay Back Method of Investment Appraisal <i>(Conceptual Clarification)</i>
7	III	The Denominator	Selecting the most appropriate discounting factor <i>(Conceptual Clarification)</i>
8 & 9 (2 Sessions)	IV	The Numerator	Components of Project Cost <i>(Practical Insight)</i> Financial Forecasting Techniques <i>(The Concepts – Tricks of the Trade)</i> A Class Exercise on Developing Meaningful & Reliable Financial Forecasts <i>(A Case Analysis Exercise)</i>

10	-	<i>THE MID TERM EXAMINATION</i>	Mid Term Exam of CAPEX (30% Evaluation) <i>(An Open Notes Examination)</i> Based on Modules I, II, III & IV
11	V	Risk Analysis (Basic Concepts)	Risk Analysis Exercise in CAPEX Decision Making Process - Practical Insight <i>(Conceptual Clarification)</i>
12 & 13 (2 Sessions)	V	Risk Analysis (The Realities)	Risk Analysis in Project Financing Deals <i>(The Real Life Scenario)</i> Assessing & Monitoring Project Risks <i>(Financiers Viewpoint – What happens in reality)</i>
14	VI	Long-Term Contracts	Financial Reporting (Concepts & Practice) <i>(Focusing on Long Term Construction Contracts)</i>
15 & 16 (2 Sessions)	VII	Working Capital Management Issues	Dynamics of Working Capital Estimating Working Capital Requirement <i>(Conceptual Clarification)</i> Various Committee Recommendations <i>(An Overview)</i> Evaluating Working Capital Financing Proposals <i>(Practical Insight)</i> Related Issues in Working Capital Management <i>(A Few Mini Cases)</i>
17	VIII	Leasing Concepts	Various Facets of Leasing Arrangement <i>(Conceptual Clarification)</i>
18	IX	Project Financing (Practical Aspects)	Project Financing & Capital Rationing Problem Project IRR vs. Equity IRR (A Clarification) Infrastructure Financing (Important Features) <i>(Concepts & Practice)</i>

19	X	Taxation Interfaces	How applicable tax regulations monitor and govern Capital Expenditure Decisions <i>(An Overview)</i>
20	XI	Miscellaneous	M&A Decisions versus CAPEX Decisions <i>(Various Interfaces – Similarities & Dissimilarities)</i> Financial Reporting Aspects / Issues <i>(Long Term Construction Contracts - Concepts)</i> Practical Difficulties in CAPEX Decisions <i>(A Case for Conceptual Clarification)</i>

II.9 COMMODITIES DERIVATIVES MARKET

[3 Credits]

Objectives:

The aim of the course is to equip young managers with the knowledge of emerging commodities derivatives trading practices in India. The commodities markets design and rules in India will be focused. Further, the regulatory framework of these markets and domestic and international historical developments in commodities market will also be highlighted. A clear distinguishing from commodities from securities market and need for separate domain knowledge will be explained. Spot price anomalies and efforts of the commodities exchanges in resolving the issue will also be discussed. Importance of hedgers, speculators and arbitragers will be presented. Commodity indices as a investment class and how they fulfill the need of investors will be elaborated.

Topics

- Historical changes and growth of global and domestic Commodities derivatives markets
- FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India
- Issues in Agricultural Commodities Markets
- Issues in Non-Agricultural Commodities Markets
- Commodities Derivative Exchanges and design of the markets
- Issues Related to Product Design and contract specifications
- Issues related to Spot price and present practices of commodities exchanges
- Clearing House operations and Risk Management Procedures
- Delivery Related Issues like delivery centers, deliverable varieties, assaying
- Issues related to monitoring and surveillance by Exchanges and Regulator
- Role of intermediaries in Commodities Markets
- Basis Risk and its importance in pricing
- Agricultural Commodity Futures trading pattern in Exchange – Case study
- Non- Agricultural Commodity Futures trading pattern in Exchange – Case study
- International commodity indices and as a investment tool for investors
- Commodity Options on Futures and its mechanism
- Internationally traded Commodities based ETFs
- Commodities as a New Asset Class
- Essential Commodities Act and role of state governments
- Warehousing Act Bill and its implications

II.10 CORPORATE TAXATION

[3 Credits]

Course Objectives

- To acquaint the participants with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices
- To introduce practical aspects of tax planning as an important managerial decision-making process
- To expose the participants to business situations involving taxation and to equip them with techniques for taking tax-optimized decisions
- To update the participants on current topics/ debatable issues involving direct and indirect taxation.

Program contents

Part A: GST

Basic principles governing Indirect Taxation namely levy/ recovery/ incidences/set off of credits et all of indirect taxes -Brief overview of the erstwhile Indian indirect taxation system trajectory and inherent limitations thereof. - GST, Principles, Functionality, Relative advantages /disadvantage of GST over and above the erstwhile indirect tax system.

Arithmetical enunciation of the entire GST system. Understanding the principles of enhancement in the marginal productivity of revenue in the hands of the economy without the consumers having to bear higher incidences of taxes in the long run. Basis of charge, Taxable event, Flow of the tax credits, Time of Supply, Place of Supply, reverse charge mechanism(RCM), threshold & registration and impacts therefore -Anti Profiteering Rules in the GST regime

Overview of various returns in GST regimes. The irritants of the present GST systems with particular reference to a robust IT system creating huge bottleneck in the flow of Information system including that of submission of plethora of returns as prescribed in the GST laws. Debate..... Is GST able to achieve the desired objectives? What ought to have been done differently?

Part B: INCOME TAX

Introduction

- Concept
- Residential Status

Tax Avoidance and Tax Evasion, Tax Planning

Exempted Incomes -Sec 10

Deductions under Chapter VIA -Sec 80, Tax Computation

Salary (Introduction only)

Income from House Property

- Profits and Gains of Business or Profession
- Business expenditures, Business losses
- Depreciation allowance
- Disallowances (u/s 40(a),40A)/ 43B

- Deductions under Chapter VIA -Sec 80 for corporates
- Specific allowances for businesses/specific industries, certain specified expenditures
- Computation/ case studies

Capital Gains

- Capital gains on transfers other than shares
- Capital Gains on share transactions
- Capital Gains Exemptions
- Computation / Case studies

Income from Other sources

- Treatment of other income, interest income etc.
- Taxation of gifts

Set off and carry-forward of losses

Minimum Alternate Tax

Mergers, Demergers and Slump Sale

Computation / Case studies

International Taxation and other topics

- Double Taxation Avoidance Agreements (DTAA)
- Withholding Taxes (WHT) on Foreign Remittances and business implications thereof - Tax cost of grossing up of WHT.
- International Taxation.....Concept of Overseas Branch or Foreign Subsidiaries and tax implications of these structures.
- Concepts of GAAR/POEM/APAs/Safe Harbor and business implications
- Cross Border Transactions with overseas related Entities;
- Arm's Length Pricing
- Transfer Pricing Regulations with background
- Transactions with domestic Related Parties....back ground and methodologies

II.11 DEBT MARKETS AND THEIR DERIVATIVES

[3 Credits]

Objectives:

This course is intended to analyze debt securities and their market characteristics such as instruments, selling techniques, pricing and valuation, yield curve determination, and term structure modelling.

It analyses corporate debt and convertibles, credit default swaps and their valuation.

It deals with investments in debt funds and debt portfolio management, and interest rate risk management using interest rate derivatives FRAs, swaps, options and futures.

The course is primarily built around extensive Excel based techniques to analyze bond cash flows and interest rate analytics.

It will use extensively Bloomberg real time database for the purpose.

Topics

Lecture 1 & 2:

Fixed Income Markets and its role in the economy, Institutional Arrangements in debt markets, Market Participants: Investors & Intermediaries, Debt Instruments, Government Debt Management & Interest rate markets, Monetary Policies and Interest rate markets

Lecture 2: Bond Valuation, Price and Yield Conventions, Yield & Return, Horizon Return; Valuation of Repo & Reverse Repo.

Lecture 3: Valuation of Other Bonds: Floating Rate Securities, Inflation Index Bonds.

Lecture 4: Introduction to Bloomberg, Understanding Market Quotes And Conventions, Understanding Pricing Structures, Global and Indian Markets

Lecture 5 & 6: Risk Identification in Bonds: Duration, Convexity, and Portfolio Immunization

Lecture 7: Yield Curve Building: Bootstrapping, Nelson-Seigel and Spline Methods, Spot & Forward Rates, Valuation of STRIPS

Lecture 8: Theoretical Consideration of Term Structure, spot and forward rate dynamics

Lecture 9: Auction, When-Issued Markets, Discriminatory vs Single Price Auction, Primary Dealers & Auction Bidding Behavior, Bond Market & Interest Rate Implications

Lecture 10: Corporate Bonds Valuation: Yield Spread Analysis, Implications For Rating & Migration, Investment Grade and Low Rated Bonds,

Lecture 11: Valuation of Callable Bonds and Convertibles, Modeling Interest Rate Tree.

Lecture 12: Analysis of Mortgage-Backed Securities, Collateralized Mortgage Obligations

Lecture 13 & 14: Portfolio Management, Passive Strategies(Bullet, Barbell, Ladder Strategies) & Active Portfolio Strategies, Immunization & Asset Liability Management applications in Banks

Lecture 15: Interest Rate Derivatives: Forward Rate Agreements & Interest Rate Futures, Pricing of Futures Contracts, NSE Interest Rate Futures Contracts, Valuation of Interest Rate Swaps.

Lecture 16: Analysis of Debt Funds, Income Funds & Gilt Funds, Duration based strategies .

Lecture 17 & 18: Credit Derivatives, Valuation of Credit Default Swaps, Indian CDS Market

Lecture 19 & 20: Assignment Presentations & Discussions

II.12 EARNINGS MANAGEMENT: DETECTION AND CONTROL

[3 Credits]

Course Objectives

What is it? Creative reporting is the manipulation of financial numbers, usually within the letter of the law and reporting standards, but sometimes against their spirit. The course aims to highlight problem areas in reporting and examine why (incentives) and how (methods) they are used to manipulate reported numbers. The course will also explore how such creative reporting affects firm valuation.

Now that we know, what do we do? Being an insider sometimes allows direct knowledge of creative reporting, being an outsider requires quantitative and graphical tools to predict or detect patterns of creativity. Once detected, corrective action needs to be taken followed by establishing preventive measures.

The course will explore these detection tools and monitoring and governance mechanisms employed by regulators, auditors, investors, banks and other financial institutions to combat earnings manipulation.

Why do we care? Every stakeholder, whether internal like investors, managers and employees or even external like lenders, analysts, suppliers and policy makers, is affected by such reporting creativity. Awareness is key. More so, in today's whistleblowing world. The course, through the awareness of creative reporting, its detection, rationalization and compensating measures, aims to create a generation of aware, ethical and action-oriented stakeholders who understand when and how they may be affected and how they can take corrective and/or preventive action!

Session No(s)	Session Topic	Learning Objectives
1	The Financial Reporting Environment	Understand the role of financial reporting and the disclosure environment

2-3	Creative Financial Reporting – What it is and Why does one do it?	Understand what good earnings quality is, what earnings and cash flow manipulation means and what incentivizes creativity in financial reporting
4	Common reporting hacks – Revenue	Understand how and why revenue is manipulated to alter earnings and cash flows
5	Common reporting hacks – Expenses I: Now vs Later	Understand how categorizing expenses as revenue or capital can be used to manipulate earnings and cash flows
6	Common reporting hacks – Expenses II: Fixed Asset Investments	Understand how cost of acquiring an asset and different ways of allocating its cost through its life can be manipulated to alter earnings and cash flows
7	Common reporting hacks – Expenses III: Inventory	Understand how different inventory costing methods, valuation principles and production decisions can change earnings and cash flow figures
8	Common reporting hacks – Expenses IV: Lease	Understand how leases are structured and executed to enable earnings and cash flow manipulation
9	How does it help? Asset-based Valuation Models	Understand how manipulation affects valuations and which stakeholder it benefits or hurts
10	When is it Fraud?	Understand the differences between manipulation and fraud

11	How do we detect it? Sources of Information	Understand what information is available publicly and privately to detect reporting manipulation and fraud
12-13	How do we detect it? Forensic Models and Analytics	Understand how to use the information to detect manipulators
14	Compensatory Mechanisms I: Regulations	Understand how standards, voluntary and mandatory disclosures, whistleblowing and other regulatory mechanisms help monitor
15	Compensatory Mechanisms II: Shareholders	Understand how the different shareholder types (promoter, institutional, minority) impact decisions to manipulate and how this impact varies in business group or family firm like structures
16	Compensatory Mechanisms III: Audit	Understand how internal control systems and external audit are designed and implemented as monitoring mechanisms
17	Compensatory Mechanisms IV: Board of Directors	Understand what Boards, different committees and director types are, what Board level regulations exist, why they help and whether or not it is useful in the practical world
18	Compensatory Mechanisms V: Executive Compensation	Understand ESOPs, performance-linked and EVA-linked bonuses, and how they alter reporting incentives
19	Corporate Governance Framework	Understand how firms design their corporate governance framework and how it helps combat reporting issues
20	Guest Speaker and Wrap up	Understand real world relevance of learnings

II.13 FINANCIAL ANALYSIS, PLANNING AND CONTROL

[3 Credits]

Course Objectives

- a) To provide necessary inputs to the students in form of “Financial Analysis, Planning & Control” tools and techniques. However, emphasis is laid on sound concepts and their managerial implications.
- b) To focus heavily on practical and strategy aspects of “Financial Analysis, Planning & Control” which would equip the students to apply their skills and knowledge effectively in future while dealing with real life business situations efficiently.
- c) To develop an appreciation about the utility and applicability of “Financial Analysis, Planning & Control” tools and techniques as an essential and integral component of Management Information System (MIS) for the purpose of the entire financial decision making process.
- d) To enrich the learning process through exposure to real life cases / business situations and project work.

<i>The Course Flow & Session No</i>	<i>Module No</i>	<i>The Module</i>	<i>Broad Coverage</i>
1	I	<i>An Introduction (First 30 Minutes) Clarifying a Few Vital Concepts</i>	An Overall Introduction to the FAPC Course Few Fundamental Concepts in Corporate Finance <i>(A Concept Clarification Exercise)</i>
2	II	A Recapitulation	Financial Accounting Fundamentals <i>(The Module in the nature of a Recapitulation Exercise)</i>
3, 4 & 5 <i>(3 Sessions)</i>	III	Financial Analysis (Part I)	Cash Flow & Fund Flow Statements <i>(Creation, Presentation & Analysis Technique)</i>
6, 7 & 8 <i>(3 Sessions)</i>	IV	Financial Analysis (Part II)	Analyzing Financials (Utility & Applications) <i>(The tricks of the trade – Case Based Approach)</i>
9 & 10 <i>(2 Sessions)</i>	V	Financial Analysis (Part III)	SECTOR SNAPSHOT (The Format) <i>(Detail Explanation of the Overall Design & Structure)</i> Conducting Analysis with Appropriate Focus <i>(The Tricks of the Trade - Case Based Approach)</i>
11	VI	Financial Planning (Part I)	Various Performance Measurement Yardsticks

			<i>(Looking at non conventional parameters)</i>
12	VII	Creating Awareness (An Overview Only)	Introducing Consolidated Financial Statements <i>(An Overview – Conceptual Clarification)</i>
13 & 14 <i>(2 Sessions)</i>	VIII	Financial Planning (Part II)	Special Issues in Corporate Restructuring Deals <i>(Conceptual Clarification & Various Practical Realities)</i>
15	IX	Financial Planning (Part III)	Financial Forecasting Technique <i>(The Tricks of the Trade – Concepts & Practice)</i>
16, 17 & 18 <i>(3 Sessions)</i>	X	Financial Controls (Part I)	The FAPC Assignment (Components A & B) <i>(Explaining the Design / Structure & Focus)</i> Various Audit Control Mechanisms <i>(Concepts & Practices)</i>
19	XI	Financial Controls (Part II)	Creative Accounting Practices <i>(Conceptual Framework & Industry Practices)</i>
20	XII	Financial Planning (Part IV)	Revival of Sick Companies <i>(Clarifying Conceptual Framework & Industry Practices)</i>

II .14 FINANCIAL CONSIDERATIONS & GST FOR SALES FUNCTION

[1.5 credits]

The Course Objective

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

The Course Flow & Coverage (FCGM)

Session No	Module	The Module	Broad Coverage
1	I	Cash Management	Managing Short Term Cash Crisis (A Case) (Clarifying the Concepts & Practice)
2 & 3 (2 Sessions)	II	GST (Part I)	Goods & Service Tax (GST) – Part I (Clarifying the Basic / Fundamental Understanding)
4 & 5 (2 Sessions)	III	GST (Part II)	Goods & Service Tax (GST) – Part II (Clarifying the Specific Features / Clauses / Provisions etc that relate to the Marketing Function)
6, 7 & 8 (3 Sessions)	IV	Receivables Management	Management of Receivables (A Financial Perspective) (Clarifying the Concepts & Practice)

9 & 10 (2 Sessions)	V	Management Reports	Developing Quality Management Reports (Case Based Approach Essentially Focusing on Bottom Line Implications of Various Marketing Decisions)
10 Sessions	TOTAL		

II.15 FINANCIAL DECISION MAKING UNDER INFORMATION ASYMMETRIES

[1.5 Credits]

Objectives:

It is widely accepted that most financial decisions are rarely made in scenarios where full information relevant to the decision is available to all decision makers, an assumption of standard models dealing with economic decision making in general and financial decision making in particular. The study of financial decision making in the presence of information asymmetries and incomplete information attempts to bridge the gap between existing financial decision making models and real-life decision scenarios. The primary objective of this course is to equip students with an intermediate to advanced understanding of some applications of decision models in making financial decisions in the presence of the information asymmetry problem, a field that has rapidly grown over the past three decades. By the end of the course, students are expected to be equipped with a broader range of analytical tools for enhancing their understanding of financial decisions taken under the presence of information asymmetries.

Topics:

- Debt as a Signaling Mechanism: The Role of Maturity and Collateral Choices
- Credit Rationing & Sorting Equilibria in Debt Markets
- Capital Structure Choices and Credible Signaling in Repeated Games
- Financial Market Panics as Self-Fulfilling Equilibria
- Optimal Information Disclosure in the Presence of Agency Costs
- The Agency Problem & Optimal Security Design

II.16 FINANCIAL MARKETS

[3 Credits]

Course Objective:

The broad objective of this course is to expose the students to the various forms of financial markets, acquaint them with financial institutions and instruments' In the process it aims at the following specific objectives

- To understand the functions performed in functional markets
- To help form a clear view of the various components of financial markets and intermediaries
- To understand how and why these components interact
- To appreciate that quest for efficiency drive financial innovation

Topics:

Session	Discussion topics	Readings/cases
1	Introduction to Financial markets and Institutions - Why study financial markets - Functions of financial Market - Classification of financial Markets - Process of resource transfer - Instruments of financial markets - Characteristics of Financial Markets - Entities in financial markets - Process of issuing financial instruments - Role of FIIs in the capital market	Chapter –I : Why study Financial Markets Chapter-II: Overview of Financial systems
2	Money market - Need for money market - Money market Participants - Money market instruments and Eurodollar - Characteristics of money market instruments - Valuation of money market instruments	<i>Chapter 9</i>
3 &4	Bond market - Purpose of the capital market - Capital market participants - Bond market instruments and Trading(Treasury bonds, Municipal bond and Corporate bond) - Treasury inflation protected securities (TIPs) - GDP Linked bonds - Investment grade bond - Junk Bond - Foreign Bonds & Euro Bonds - Financial Guarantees for bonds - Bond Yield and Bond Valuation	Chapter 10 Treasury inflation protected securities (TIPs)- HBR

5, 6 &7	<p>Foreign Exchange Market (FX Market)</p> <ul style="list-style-type: none"> - Nature, Function and participants in the FX Market - FX regimes, FX rate determination - Factors affecting exchange rate - Foreign Exchange Markets and Transactions - Fundamental Parity Relationships and Arbitrage in the FX market - Trading in currency market 	<p><i>Chapter 13</i></p> <p><i>Fx Market and Traction</i></p> <p><i>(HBS Case Note)</i></p> <p><i>Problem solving in class exercises:</i></p>
8, 9 &10	<p>Stock Market</p> <ul style="list-style-type: none"> - Common stock vs. preferred stocks 	<p>Chapter 11</p> <p>Guest lecture</p>

II.17 FINANCIAL MODELING USING EXCEL

[3 Credits]

Introduction

Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives, valuation, project evaluation, deal structuring, portfolio management and the like. In the course, the participants will learn the model building skills required to build powerful models in finance with the help of excel. There are many features of model building that are common irrespective of the final model that one intends to build. In the course we will also emphasize on the different model building skills that one should have irrespective of the final use that one is going to make of it.

By the end of the course the participants should be better able to:

- Understand how to build models in excel to suit one's purpose
- Building models in different areas of finance including corporate finance and investments
- Build sensitivities into their financial models

Content:

Model 1: Building a Project Finance Model for Smokey Valley

Sessions 1 to 7:

- Building Project Finance Model for Smokey Valley
 - Do's and Don'ts of Modeling
 - Doing Date Calculations
 - Managing Currency and Currency Units
 - Estimating NPV, IRR, etc.
 - Sensitivity analysis using Excel
 - Scenario Manager
 - Other sensitivity analysis features
 - Building an Executive Summary for the Model

Model 2: Building a Financial Statements Model for OLP

Sessions 8 to 11:

- Building a Financial Statements Model
 - Balancing the Model
 - Managing Circularity
 - Valuing the Entity

Model 3: Building a Valuation Model for AB Cements

Sessions 12 to 16:

- Building a Valuation Model
 - Managing Consistency in Dates
 - Building the different blocks for completing the financial statements
 - Valuing the company using DCF and relative valuation model

Model 4: Building a Valuation Model for a Private Equity Firm

Sessions 17 to 20

- Developing the Model Assumptions
 - Valuing the Business
 - Estimating Equity IRR
 - Building sensitivities in the model

II.18 Fundamental Analysis – 2

[1.5 Credits]

Course Description:

This elective course on Finance deals with the fundamentals that determine the value of a firm to its equity shareholders and debt investors. This course may help the participants in answering the following questions

- + What are the fundamentals that determine the value of a firm?
- + What are the fundamentals that determine the P/E multiple of a firm?
- + How can we make use of our understanding of the determinants of P/E ratio in arriving at the value for a firm on standalone and comparative basis?
- + How can we make use of our understanding of the determinants of P/E ratio in arriving at the value for a market across time and across markets?
- + What are the fundamentals that determine the PEG ratio of a firm?
- + How can we make use of our understanding of the determinants of PEG ratio in arriving at the value for a firm on standalone and comparative basis?
- + What are the fundamentals that determine the EV/EBITDA ratio and other EV based multiples of a firm?
- + How can we make use of our understanding of the determinants of EV/EBITDA ratio and other EV based multiples in arriving at the value for a firm on standalone and comparative basis?
- + What are the fundamentals that determine the P/B multiple of a firm?
- + How can we make use of our understanding of the determinants of P/B ratio in arriving at the value for a firm on standalone and comparative basis?
- + How can we make use of our understanding of the determinants of P/B ratio in arriving at the value for a market across time and across markets?
- + What are the fundamentals that determine the Value-to-Book multiple of a firm?
- + How can we make use of our understanding of the determinants of Value-to-Book multiple in arriving at the value for a firm on standalone and comparative basis?
- + What are the fundamentals that determine the P/S multiple of a firm?
- + How can we make use of our understanding of the determinants of P/S ratio in arriving at the value for a firm on standalone and comparative basis?
- + How can we make use of our understanding of the determinants of P/S ratio in arriving at the value for a market across time and across markets?
- + What are the fundamentals that determine the Value-to-Sales multiple of a firm?
- + How can we make use of our understanding of the determinants of Value-to-Sales multiple in arriving at the value for a firm on standalone and comparative basis?
- + How to decide on a marketing decision's impact on the value of a firm?
- + How to measure the Brand Value of a firm?
- + How to compute Return Spread?
- + How to compute CFROI?

Course Objectives:

1. To enable the participants in identifying the sources of value creation for a firm
2. To facilitate the participants in concluding on whether a firm is overvalued or undervalued

using the fundamental analysis

3. To encourage the participants in visualizing, analyzing and optimizing the solution for the value creation challenges faced by a firm

Session No(s)	Session Topic	Learning Objectives
1-2	Introduction to fundamental analysis	<p>To encourage the participants in understanding</p> <p>Fundamental analysis Framework</p> <p>The perspective differences in fundamental analysis</p> <p>How to compare firms on their fundamentals</p>
3	Fundamentals determining PE Ratio	<p>To enable the participants in understanding</p> <p>Various types of PE multiples</p> <p>The determinants of PE ratio</p> <p>How to Estimate the PE ratio for a high growth firm</p> <p>How to compare PE ratios across time across countries and across firms in a sector and market</p>
4	Fundamentals determining PEG Multiple & Other variants of PE multiple	<p>To encourage participants in familiarizing with</p> <p>The determinants of PEG ratio</p> <p>How to Estimate the PEG ratio for a high growth firm</p> <p>How to compute Relative PE & its determinants</p> <p>Price to future earnings</p> <p>Price to earnings before R&D expenses</p>
5	EV to EBITDA and other EV based multiples	<p>To facilitate the participants in understanding</p> <p>Reasons behind the popularity of EV/EBITDA ratio</p> <p>How to estimate EV/EBITDA for a firm with cross holdings</p> <p>The determinants of EV/EBITDA ratio</p> <p>How to compare firms using EV/EBITDA multiple</p> <p>The determinants of the other EV based earnings multiples</p>

6-7	Price to Book Multiple	<p>To motivate the participants in understanding</p> <p>The determinants of PB ratio How to Estimate the PB ratio for a high growth firm How to compare PB ratios across time, across countries and across firms in a sector & market PBV ratio and ROE Determinants of ROE</p>
8	Value to Book Ratio	<p>To facilitate the participants in understanding</p> <p>Reasons behind the popularity of EV/ IC ratio The determinants of EV/IC ratio How to compare firms using EV/IC multiple EV/IC & ROC Determinants of ROC The determinants of Tobin's Q ratio</p>
9-10	Revenue Multiples	<p>To encourage the participants in understanding</p> <p>The fundamentals determining the P/S and V/S ratios Revenue multiple & Margin relationship How to compare firms using revenue multiples Use of revenue multiples in deciding on marketing choices How to value brand names using revenue multiples</p>

II.19 FINANCIAL RISK MANAGEMENT

[3 Credits]

Objectives:

The course analyzes approaches to financial risk measurement and management, develops excel-based models of measuring risk in asset classes (interest rates, equity prices, currency rates and commodity prices), drawing from models used by global banks and financial institutions. It equips future managers with financial risk management skills such as:

- Risk in Asset Classes (currency, bonds, commodity, equity)
- Measure volatility in market prices,
- VaR Techniques, Simulation: Historical & Monte Carlo
- Measurement of credit risk and models of credit risks
- Liquidity, operational, country risks
- Lessons from Global Cases of Financial Risk & Disasters.
- Risk and Regulations, Basel-III, and RBI Approaches

It attempts to provide the basic foundations to work in a world of finance with risk and arbitrage. It will equip students in analytical as well measurement tools of financial risk, and is therefore should be relevant for those looking at a career opportunity in a global institution.

Topics:

1. The Evolving World of Finance & Risk, Risk Environment in Global Banking & Finance, Episodes of Financial Crisis, Defining Risk in Asset Classes
2. Risk and Return, Return & Risk, Distribution, Volatility Measurement (SD, EWMA, GARCH processes, Implied Volatility, VIX), Volatility Clustering, Time Varying Volatility
2. Market Risk Measurement Techniques, Value-at-Risk (Var), Variance-Covariance Approach, expected shortfall
3. Measuring using Simulation Methods, Historical simulation VaR, Stress testing and back-testing, P&L in historical simulations, Extreme Value Methods, Monte Carlo methods in measuring risk, Portfolio Var using stochastic simulations.
4. Sector Risk Analytics: Interest Rate Markets, Interest Rate Markets & Their Risk Measurement, Measurement of Duration, Convexity, M-Square, Active Portfolio Risk Management
5. Sector Risk Analytics: Currency Markets, Trading & Arbitrage, Spot & forward markets dynamics, Currency Arbitrage and Carry Trade.
6. Sector Risk Analytics: Equity Portfolio Risk, Measuring downside exposure in equity, Explanations of various Risk terminologies & their computations (Alpha, Beta, Sharpe Ratio, Sortino Ratio, Treynor Ratio, Tracking Error).
7. Sector Risk Analytics: Commodity Price Risk, Commodity as alternate asset class, Spot & Future prices, Backwardation & Contango, Market, basics of commodity derivatives & their pricing
8. Measuring and Managing Credit Risks, Credit Derivatives, Credit Risk Basics (PD, LGD), Market based measurement of credit risk, Contingent claim approach and the KMV Model, Credit VaR, Credit Derivatives

9. Liquidity Risk, Liquidity trading and funding risks, tightness, depth and resilience in trading liquidity, marked-to-market and market-to-exit concepts, Liquidity value at risk measurement

10. Operational Risk, Categorization of Operational Risks (loss severity and loss frequency), modeling operational risk techniques

11. Country Risk Ratings & Implications, Country Risk Assessment (S&P Methods), Incorporating Country Risk in equity return (adjusting for country beta).

12. Risk Management Lessons, Case studies

II.20 FINANCIAL TECHNICAL ANALYSIS AND INTRODUCTION TO GLOBAL INTERMARKET ANALYSIS

[1.5 Credits]

Objectives:

The main objective of this course would be to facilitate the understanding of graduate students of Finance of the diverse Financial Technical Frameworks and Tools applicable to the Indian and Global Financial Markets, with a greater thrust on Global Inter-Market Analysis. The course is modeled to provide would-be managers with the right balance of Financial Technical Analysis Theory and its applicability to the Indian and Global Financial Markets using real-life charts. In the course, the participants will learn sophisticated quantitative and analytical skills and charting techniques to better analyze various financial markets such as equities, bonds, commodities and currencies. A special emphasis would be placed on Indian Equities Markets and Commodities Markets through Real-time Charting Techniques. In the wake of increasing Globalization of Financial Markets worldwide, the course would undoubtedly render the students capable of making better and more informed decisions in the realm of Investment Analysis, Asset Allocation and Hedging Mechanism.

By the end of the course the participants should be better able to:

- Understand the philosophy and rationale of the Financial Technical Analysis approach
- Understand the underpinnings of important theories and frameworks in Financial Technical Analysis
- Identify, interpret and analyze the varied financial technical patterns and indicators presented on the real-life stock charts.
- Understand the important inter-linkages between global financial markets including equities, bonds, commodities, currencies and their underlying futures markets

Topics:

A. FINANCIAL TECHNICAL ANALYSIS

1. Introduction to Financial Technical Analysis
 - Philosophy & Rationale of Technical Approach to Investing
 - Flexibility and Adaptability of Technical Analysis
 - Technical Analysis Applied to Different Trading Mediums and Time Dimensions
2. The Dow Theory
 - Introduction
 - Basic Tenets of Dow Theory
 - The Forerunner of All Technical Theories
 - Characteristic Phases of Bull and Bear Trends
 - Stocks as Economic Indicators
 - Critical Appraisal of Dow Theory

3. The Japanese Candlestick Theory
 - Introduction to Japanese Candlestick Charting Techniques
 - Candlestick Construction & Analysis
 - Major Candlestick Reversal and Continuation Patterns
 - The Rule of Multiple Technical Techniques

4. The Basic Concepts of Trend
 - Definition of Trend
 - Trend has Three Directions
 - Trend has Three classifications
 - Trendlines – Support and Resistance
 - Definition of Support and Resistance Levels
 - How They Reverse Their Roles
 - Reasons for Support / Resistance Phenomena
 - Tests for Determining Potential
 - Importance of Volume

5. The Major Reversal Patterns
 - Introduction
 - Price Patterns
 - Two Types of Patterns
 - Reversal and Continuation
 - The Head and Shoulders Reversal Pattern
 - The Importance of Volume
 - Finding a Price Objective
 - The Inverse Head and Shoulders
 - Double and Triple Tops and Bottoms
 - Saucers and Spikes
 - How Insiders Distribute
 - Volume Characteristics

6. The Major Continuation Patterns
 - Introduction
 - Triangles
 - ✓ The Symmetrical Triangle
 - ✓ The Ascending Triangle
 - ✓ The Descending Triangle
 - The Broadening Formation Flags and Pennants
 - ✓ The Wedge Formation
 - ✓ The Rectangle Formation
 - ✓ The Measuring Formula

7. Price Gaps
 - Their Significance
 - Various Kinds of Gaps
 - Breakaway Gaps, Continuation or Runaway Gaps

- Measuring Implications
- Exhaustion Gaps
- Island Reversals

8. The Moving Averages

- The Technical Oscillators
- The Stock Market Indicators
- Volume and Breadth Indicators as crucial determinants of the Overall Health of a Particular Stock Market
- Measuring Market Breadth
- The Advance
- Decline Line
- AD Divergence
- New Highs Versus New Lows
- New High
- New Low Index
 - ✓ Upside Versus Downside Volume
 - ✓ The Arms Index

B. GLOBAL INTERMARKET ANALYSIS

1. The Study of International Financial Markets

- A New Dimension in Technical Analysis
- Interlinkage of Various Financial Markets like Currencies, Bonds, Commodities, Equities across the Globe
- Global Inter-Market Analysis with the help of Technical Analysis

2. Understanding the Business Cycle through Global Inter-Market Analysis

- The Impact of the Business Cycle on Various Market Sectors
- The Six Stages of Business Cycle
- Stovall's Diagram to Describe a Complete Economic Cycle

II.21 Indian Accounting Standards (IndAS)

[1.5 CREDITS]

Objectives:

Accounting Rules the world over is undergoing (rather undergone) some major changes and the Accounting Standards (previously in force in the Indian soil) had already been re-drafted in order to align (rather converge) those with International Accounting Standards / IFRS.

In that connection the Institute of Chartered Accountants of India (ICAI) has already re-drafted the entire set of Accounting Standards which had already been launched and made applicable to companies operating in India under the title "Ind AS". The objective of this course is to introduce the "Ind AS" (which is now governing and monitoring the entire financial reporting process) to the XLRI BM Senior Students specifically focusing on their purpose, importance, utility and managerial implications. Important Note *Currently, ICAI has issued many Ind AS out of which a few are highly specialized by their very nature (e.g. IndAS 20 on Government Grants, Ind AS 31 on Interests in Joint Ventures etc). This course (being of 1.5 credit only), would essentially cover 16 Ind AS (8 Sessions * 2 Ind AS per session) which ALL finance managers would be expected to be aware of. In a session of 90 minutes duration more than 2 Ind AS cannot be covered because it may prove to be too heavy for participating students. In case this course gets expanded to a 3-credit elective course at a later date (if AT ALL), the remaining set of Ind AS may also be covered in this course.*

Course Coverage (showing session wise distribution)

INTRODUCTORY SESSION

- Clarifying the "FRAMEWORK" of Ind AS (Focus & Significance)
- Clarifying the Basic Features of "Schedule III" Reporting Format

PRESENTATION OF ITEMS IN FINANCIAL STATEMENTS

- Ind AS 1 – Presentation of Financial Statements
- Ind AS 34 – Interim Financial Reporting
- Ind AS 7 – Statement of Cash Flows

A FEW ITEMS RELATED TO INCOME STATEMENT REPORTING

- Ind AS 18 – Revenues
- Ind AS 11 – Construction Contracts
- Ind AS 24 – Related Party Disclosure
- Ind AS 23 – Borrowing Cost
- Ind AS 33 – Earnings Per Share

MEASUREMENT BASED ACCOUNTING POLICIES

- Ind AS 8 – Accounting Policies, Changes in Accounting Estimates and Errors
- Ind AS 10 – Events after the Reporting Period
- Ind AS 113 – Fair Value Measurement

REPORTING OF ASSET & LIABILITY ITEMS IN FINANCIAL STATEMENTS

- Ind AS 2 – Inventories
- Ind AS 16 – Property, Plant & Equipment

- Ind AS 37 – Provisions, Contingent Liabilities and Contingent Assets
- Ind AS 38 – Intangible Assets
- Ind AS 36 – Impairment of Assets

LOGICAL CONCLUSION

PUBLISHED ANNUAL REPORTS OF INDIAN COMPANIES

(Interfaces, Applicability & Compliance with Ind AS)

Essentially Focusing on Ind AS covered in Class

II.22 INTERNATIONAL BUSINESS ECONOMICS

[3 Credits]

Objective:

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.

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
- Regional integrations

Session plan for Module 2

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

Part II CURRENCY AND INTERNATIONAL FINANCE

Module 3 Currency market and exchange rate

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

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

Session plan for Module 3

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

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

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

- Fixed and flexible rates – Central Banks actions
- Impact of changing exchange rates on exports and imports
- Volatility managements by the government and Exchange rate regimes
- Open economy macroeconomics
- Monetary approach and asset market approach to predict future exchange rate
- 3 International Financial Crises models - Understanding the recent few crises
- The Euro Crisis/ crisis in Venezuela
- 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/ crisis in Venezuela, Economic risk indicators for FDI and FII – ([Session 18 and 19](#))
- Students’ presentation of term papers – ([Session 20](#))

6. Session plan:

Sessions	Topics	Learning goals
MODULE 1		
1	Introduction - International comparisons Internationalisation of business – meaning, dimensions	Quest for excellence Functional knowledge
2	Ricardo and Comparative advantage Problem solving	Quest for excellence Global mindset
3		Decision making Functional knowledge
4	Heckscher Ohlin model of factor abundance Problem solving	Quest for excellence Global mindset Decision making Functional knowledge
5	Krugman’s model of Intra-Industry Trade	Quest for excellence Global mindset Functional knowledge
MODULE 2		
6	Tariffs in competitive markets	Quest for excellence Global mindset Functional knowledge
7	WTO tariff structure and problem solving based on WTO tariff structure	Quest for excellence Decision making

		Global mindset Functional knowledge
8	Quota, Tariff and quota in monopolistic markets, Voluntary Export restraints	Quest for excellence Global mindset Functional knowledge
9	Dumping and Antidumping Duty under the WTO	Quest for excellence Global mindset Functional knowledge
10	Subsidies and Countervailing duties under the WTO, regional integration Problem solving	Quest for excellence Decision making Global mindset Functional knowledge
11	Strategic Trade Policy under oligopolistic markets	Quest for excellence Global mindset Functional knowledge
MODULE 3		
12	Currency market and basic Central Bank operation, Product market approach to determination of exchange rate	Quest for excellence Functional knowledge
13	Asset market approach to determination of exchange rate	Quest for excellence Functional knowledge
14	Currency futures and options and Problem solving on currency market	Quest for excellence Decision making Global mindset Functional knowledge
MODULE 4		
15	Basics of fixed and flexible exchange rate, export import and currency market	Quest for excellence Global mindset Functional knowledge
16	Monetary approach and asset market approach to predict future exchange rate	Quest for excellence Functional knowledge
17	Open economy macroeconomics	Quest for excellence Global mindset Functional knowledge
18	3 International Financial Crises models - Understanding the recent few crises, The Euro Crisis, Economic risk indicators for FDI and FII	Quest for excellence Decision making Global mindset Functional knowledge
19		
20	Students' presentation of term papers	Quest for excellence Decision making Global mindset Functional knowledge

II.23 INTERNATIONAL FINANCIAL MANAGEMENT

[3 Credits]

Objectives:

The broad objective of this course is to expose the students to the various issues related Investment, Financing and Risk Management functions of Corporate Financial Management in an international context. In the process it aims at the following specific objectives

1. To develop an understanding and appreciation of the critical financial issues facing managers of international firms and international investors in today's increasingly globalized world.
2. To develop a practical framework for the analysis of exchange rates and foreign exchange exposures including an understanding of forces affecting exchange rates, possible models and approaches for forecasting exchange rates, and techniques for managing various types of foreign exchange exposures.
3. To develop students' understanding of current issues and use of relevant data in the area of international finance through regular readings of articles from financial press and important web-sites pertaining to international finance and international business.

Course Content:

I. Introduction to International Financial management: Domestic vs. international finance, International financial market integration, currency crisis, and global recession and risk spill over.

Case Discussion: Global Financial Crisis and Overview ,Chapters - 1 of the Text Book

II. Balance of Payments - Structure - Contents of Current, Capital, and Reserve Accounts – Linkages and Impact on Exchange Rates, Capital Markets, & Economy - Understanding BOP structure of a country for Investment and Raising Finance. *Problem Assignment,Chapters - 5 of the Text Book*

III. Foreign Exchange Markets and Exchange Rate Mathematics: Nature, Functions, Transactions, Participants, Forex Markets in India, Forex dealing, Foreign exchange regimes, Foreign exchange rate determination, factors affecting foreign exchange and Foreign Exchange Rate Mathematics. *Problem solving in class exercises: Fx Market and Tractions (HBS Case Note) ,Trading in Forex: A Dummy Trading Practice Account,Chapters - 2 of the Text Book*

IV. Fundamental Parity Relationships and Exchange Rate Forecasting– Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – International Fisher's Effect - Forward Rate Parity – Influence of these parity relationships on Exchange Rates and Methods of Forecasting foreign exchange rates and foreign exchange volatility.,*Chapters - 4 of the Text Book,Forecasting exercises: Application of Univariate and Multivariate models*

V. Foreign Exchange Spot and Derivative Market: Spot and Forward Contracts- Cash and Spot Forex Trading, Forward Contracts- Long and Short Forward contract, Foreign Exchange Futures Contract- Contract specification trading at National Stock Exchange of India, Option Contracts American and European Currency Options, call and Put option, Option and risk management strategies. Introduction to currency swap.*Problem solving in class exercises Case Discussion: Hedging strategies at AIFS (HBS Case) Chapters - 7 and 8 of the Text Book*

VI. Foreign Exchange Exposure: Risk, Measurement and Management: Global Firms Foreign exchange exposure - Transaction, economic and translation exposures, potential currency exposure impact on global firms and investor performance, Foreign exchange risk management strategies through Forward contracts, future contracts, money market hedges, and options contracts. *Case*

Discussion: (i) Foreign Exchange Hedging Strategy and General Motors: Transactional and Translational Exposures (ii) Foreign Exchange Hedging Strategy and General Motors: Competitive Exposures (if time permits) Problem solving in class exercises: Using Bloomberg Market Data to price FX Instruments (as on trading floor Chapters – 10 and 11 of the Text Book

VII. International Capital Markets - Sources of International Finance - Debt and Equity Markets – International Equity Diversification, Short-term Vs Long-term Finance – Export Import Finance , ADRs; benefits and costs of ADR holdings for investors; benefits and costs of ADR issuance for corporations, External Commercial Borrowing and International refinancing, issues and challenges before multinational subsidiaries. *Case Discussion: (i) Refinancing SGM and (ii) Innocents Abroad (HBS Cases) Chapters – 12 and 15 of the Text Book*

VIII. International Capital Structure – Parent Vs Subsidiary Norms, Global Capital Structure – Factors affecting the choice of markets and structure. International Cost of Capital – Calculation – Cost of Foreign Debt, Cost of Foreign Equity, Use of International CAPM. *Case Discussion: Globalizing Cost of Capital at AES Problem solving in class exercises, Chapters - 14 , 16 & 17 of the Text Book*

IX. International Capital Budgeting – Key Issues – Unique Cashflows – Adjusted Present Value Approach. Foreign Direct Investment – Motives – Determinants – International Portfolio Diversification. *Chapters -15 of the Text Book*

X. International Working Capital Management – International Cash Management – Decentralised Vs Centralised Cash Management – Bilateral Vs Multilateral Netting – Central Cash Pool *Case Discussion: Belco Global foods Chapters – 18 and 19 of the Text Book*

II.24 ISSUES IN EMPIRICAL FINANCE

[3 Credits]

Objectives:

This course will cover some applied issues in Finance. The issues will be discussed in a way that will facilitate students to appreciate empirical issues and help identify research questions in the areas discussed. The topics discussed will also include survey of few empirical studies, evaluation of econometric techniques, and research applications in the Indian and international context. The course also gives students to prepare their own research questions, and make presentations during the term.

Topics:

The topics would be broadly in the areas of empirical finance, would cover, but not limited to, the following areas:

- Financial Market Microstructure Issues (of Bond & Stock Market), Liquidity in Short term and Long term market segments.
- Asset Pricing Theories & Applications I: Mean-Variant Portfolio Frontier, Separation Theorem,
- Asset Pricing Theories & Applications II: Capital Assets Pricing Model, Arbitrage Pricing Theory, Conditional CAPM
- Term Structure Modeling and Yield Curve Building, Idiosyncratic factors affecting yield and prices in bond markets, YC and the Economy.
- Volatility Modeling and Forecasting, ARCH & GARCH Processes, Volatility Estimation in Recent Financial Market Turbulence.
- Risk Measurement in Financial Institutions, Measuring Market and Credit Risks, Credit Risk Analysis and Measuring Default Adjusted Bond Return.
- Empirical issues in International Finance, International Arbitrage and Parity Conditions, Yen Carry Trade and Interest Rate Parity,
- International Investment Issues, International Capital Asset Pricing Model(I-CAPM Extension).
- Introduction to Financial Stochastic, Interest Rate Modeling, generating Interest Rate Processes, Vasicek and Cox-Ingersoll and Ross calibration.

II.25 MANAGEMENT OF BANKING

[3 Credits]

Objectives and scope :

The course aims at providing insightful understanding of Conceptual, Strategic and Operational issues in the Management of Commercial Banks.

Starting from the policy making level – the Monetary Policy – the course will trace the macro and micro level issues and risks that modern day Bank management has to contend with. These are some of the more critical issues and concepts:

- The Monetary Policy of the central bank and its impact on the country's banking industry and the economy
- How to read and interpret bank balance sheets – and off balance sheet transactions
- Credit and investment decisions
- Managing credit risk
- Managing Bank Capital
- Managing other banking risks – market risk, interest rate risk and liquidity risk

The differences in the regulatory regimes among various institutions comprising the bank market would also be brought out during the course

At the end of this course, students would have gained familiarity with all important managerial aspects of banking operations and their risk entailments. They would be able to evaluate banks' macro role in the economy as well as individual bank performance.

The emphasis of the entire course will be to arm participants with a managerial perspective of this extremely vital and dynamic industry.

SESSION NO	TOPIC	CLASS ACTIVITY	READING FROM TEXT
1, 2	Changing role of banking – a macro view A study of and discussion on RBI's latest monetary policies	Lecture/ discussion /numerical exercises	Chapters 1 and 2
Case:		Group assignment	
3,4	Analysis of Banks' financial statements	Analysis of actual financial statements of banks	Chapter 3
Mini project based on analysis of banks' financial statements		Group assignment	
5	Bank sources of funds	Exploring how funds are sourced by the bank and at what cost/numerical exercises	Chapter 4

6.7,8,9, 10	1. Issues in Credit Analysis, Appraisal and delivery of a. fund based, b. non fund based c. asset based credit 2. Pricing of loans based on risk profile and customer profitability analysis 3. An overview of legal aspects of lending with special reference to India	1. Case: 2. Lecture/discussion on basics of credit appraisal and delivery with special reference to norms in India 3. Numerical exercises	Chapters 5, 6 and 15
Mini project –credit appraisal of a listed company, risk profile of the company		Group presentations	
11	Credit Risk Management – The role of Credit monitoring, and workout processes	<i>Case:</i> Lecture/ case discussion/ simple numerical exercises	Chapters 7, 8
12, 13	Advanced topics in Credit Risk Management – Credit risk	1. Case: 2. Working out a	Chapter 9
models, role of Loan sales and Credit derivatives		credit migration model for a single corporate loan 3. Simple Numerical exercises	
14	Market risk management	Lecture / discussion/ simple problems	Chapter 10
15, 16	Bank Capital – Risk, Regulation and Adequacy	Lecture/case discussion/ simple problems. The class will look at the basic features of bank capital and explore the successive Basel norms for	Chapter 11

		capital adequacy	
17, 18	Other Banking risks	Lecture/ case discussion. These crucial issues will be addressed through examples and problems	Chapter 12
19,20		FINAL PRESENTATIONS	PROJECT

II.26 MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

[3 Credits]

Course Objectives: Merger, acquisition and corporate restructuring activities are increasingly becoming common in the corporate world. Because of the higher frequency of such activities, it is critical for the business management students to have a basic understanding of why and how such activities take place. This course focuses on the activities involved in M&A, business alliances, and corporate restructuring. The set of cases planned for discussion will enrich the students with the real time commercial issues involved in such activities. The activities involved in the M&A and corporate restructuring activities will be discussed from the various stake holders perspective. The course is designed with five modules; (1) Introduction, (2) The Process, (3) The Environment, (4) Post-Transaction Issues, and (5) Other forms of corporate restructuring.

Session	Topic	Text Book Reading	Case Discussion
1	M&A Process and Strategic Motives	Chapter: 1 Chapter: 4	David M. Dodson
2	Target Appraisal	Chapter: 5	Dr. Reddy's Laboratories (A)
3	Valuation, Pricing and Estimating Swap Ratio	Chapter: 7 Chapter: 8 Chapter: 9	Yeats Valves and Controls Inc.
4	Estimating Synergy value	Chapter: 10 Chapter: 11	Vodafone AirTouch Bid for Mannesman
5	Financial Reporting and Taxation Issues in M&A	Chapter: 12	Accounting for Acquisition at JDS Uniphase Corporation
6	Strategic vs. Financial Acquisition	The Bid for Bell Canada Enterprise (BCE)	
7	Hostile Takeover Defensive Strategies	Chapter: 3	Fashion Faux Pas Gucci & LVMH
8 & 9	Strategic Issues in Growing Business	Nucor at a Cross Roads	
10 & 11	Managing Consistent Inorganic Growth	Ispat International N.V.: Spinning Steel into Gold	
12	Cross Border M&A	Chapter: 17	Tata Motor's Acquisition of Daewoo Commercial Vehicle Company
13	Managing Post M&A Issues	Chapter: 6	Tata Motor's Integration of Daewoo Commercial Vehicle Company
14	Factors leading to Value Destroying M&As	Air India vs. Indian Airlines	

15	Joint Venture	Chapter: 14	Fiat's Strategic Alliance with Tata
16	Buy-Outs	Chapter: 14	Seagate Technology Buyout
17	Leveraged Buyouts	Chapter: 13	Dupont Corporation: Sale of Performance Coatings
18	Spin-Off and Equity Carve Out	Chapter: 16	Canadian Pacific Ltd: Unlocking Shareholder Value in a Conglomerate
19	Divestitures	Chapter: 16	Newfield Energy
20	Privatising a Public Firm	Chapter: 16	Southeastern Asset Management Challenges

II.27 OPTIONS AND FUTURES

[3 Credits]

Objectives:

At the end of this course you will:

1. Be familiar with the design of financial derivatives and the types of players in the markets.
2. Be comfortable with general frameworks for valuation of derivatives.
3. Be comfortable with trading strategies using derivatives.
4. Understand how to identify risk and hedge it using derivatives
5. Understand how structured products are created, managed and used

Topics:

- 1 Introduction, FX Forwards and Markets, Chapter 1
 - 2 FX Forwards and Variants
 - 3 Forward Contracts: Pricing, Usage, Valuation, Chapter 5
 - 4 FRAs- Usage, Pricing, Valuation, Chapter 4
 - 5 Futures: Markets, Basis Risk, Cross Hedging, Chapter 2
 - 6 Futures: Optimal Hedge Ratio; Liquidity and Other Risks, Chapter3
 - 7 Index Futures, Chapter 3
 - 8 Interest Rate Futures: Quotation, Pricing, Usage, Chapter 6
 - 9 Swaps: Quotation, Pricing, and Usage, Chapter 7
 - 10 Option Basics, Chapter 8
 - 11 Option Strategies, Chapter 10
 - 12 Option Pricing Bounds and Put-Call Parity, Chapter 9
 - 13 Binomial Option Pricing Models, C-R-R Model, Chapter 11
 - 14 Delta Hedging, Chapter 17
 - 15 Modeling Stochastic Processes, Chapter13
 - 16 Ito Processes, Ito's Lemma, B-S-M Differential Equation, Chapter13
 - 17 Black Scholes, Option Greeks and Implied Volatilities, Chapter 17, 18
 - 18 Exotic Options, Chapter 24
 - 19 Credit Derivatives, Chapter 23
 - 20 Slack
- Text: John C. Hull and Sankarshan Basu: Options, Futures, and Other Derivatives, 7/e

II.28 RISK MANAGEMENT AND INSURANCE

[3 Credits]

Objectives:

The Indian Insurance sector has traversed a full circle. Till 1956, when life insurance was nationalised, it was totally in the private sector. In 1971, commercial insurance was also nationalised. After around four decades of this nationalised monopoly, private sector participation has again been allowed. The ensuing competition is likely to offer challenging careers for MBAs. This course seeks to prepare the students for the same.

There are two kinds of career opportunities: one in the insurance companies *per se* and the other in terms of risk management in corporate sector using insurance as one of the tools. There are also other emerging career opportunities in insurance marketing and distribution, insurance advisory services and Third Party Administration (TPA) of insurance contracts. This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

Topics:

- Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods
- Objectives of Risk Management
- Risk Pooling and Insurance including Review of Probability Concepts
- Institutions for Insurance and Reinsurance - Economic Rationale and requirements
- Insurance Laws and Regulation
- Insurance Pricing
- Asymmetric Information / Moral Hazard / Adverse Selection
- Deductibles/ Co-insurance
- Life Insurance
- Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability etc
- Pension Plans
- Corporate Risk Management and Insurance
- Actuarial Mathematics

II.29 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

[3 Credits]

Objectives:

The focus of Security Analysis is on how others analyse your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyse your company's securities in comparison with others' on the security market. The course is designed with a view:

- To acquaint the students with the working of security market and principles of security analysis; and
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Topics:

1. The Role of Security Markets in Economy
2. The Organisation and Mechanics of Indian Security Markets
 - Various Securities and their Characteristics
 - Objective of the Security Analysis
 - Functions of an Organised Security Market
 - Mechanics of Security Trading
3. Various Types of Security Markets and their Functions
 - Stock Exchanges
 - OTCEI
 - Depository
4. Role of SEBI with regard to Secondary Markets
5. The Role and Functions of Various Players and Agencies in the Secondary Market
6. Risk and Return
 - Utility Theory
 - Portfolio Theory
 - CAPM
 - APT
 - Multi-factor Models
7. Options and Futures

8. Security Analysis

- Fundamental Analysis
 - Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm
 - Pricing of Security (IPOs and Seasoned Equity Open)
 - Financial Statement Analysis
 - Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors
 - The Risk Factors, including Internal Risk
- Technical Analysis of Security Pricing
- Market Efficiency and Behavioral Finance

9. Portfolio Management

- Portfolio Theory
 - Portfolio Criteria
 - Efficient Set
 - Portfolio Selection and Diversification
 - The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model)
- Portfolio Management
 - Portfolio Objective
 - Size of Portfolio
 - Selection Basis and Readjustment
 - Timings of Disinvestment

II.30 SOCIAL FINANCE

[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?

Topics:

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

Module II: Financial Market Architecture and Access to Poor: Evolution of institutional financial architecture for financing at the bottom of the pyramid, regulatory evolution, performance

and programs. We discuss the bank-led model for financial inclusion, branchless banking models such as business correspondents, microfinance institutions (MFI) models, payment banks and small banks, and the commercialization of microfinance.

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

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

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

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

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

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

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

II.31 STRUCTURED FINANCE

[3 Credits]

Objectives:

Structured Finance is the design of debt, equity and hybrid financing techniques in order to resolve particular issuer or investor problems that cannot be solved by conventional methods. To put it simply, whatever is not available off-the-shelf we can create a tailor made financial solution which will be called a structured product. Structured Products originates from the mid-seventies in US when the process of securitization started. From the nineties there had been a deluge of different types of structured securities in the market in the form of credit derivatives and different credit linked notes. In the early years of this century we have seen the advent of CDOs and other advanced structured products. In the recent past, these structured products have earned a lot of bad name due its linkage with the crisis-laden investment banks in the Wall Street. However, we understand now that it was not the product itself that was to be blamed but the disclosure of the underlying risks and other human elements which were primarily responsible.

This course focuses on identifying situations that call for nonstandard corporate finance solutions and the design and pricing of the situation-specific financing instruments. During the course securitization concept will be discussed in-depth and students will understand the various situations where this instrument or process will be preferred. Credit derivatives and its offshoots will be analyzed at length. In the later stages the advanced products like CDOs and CLNs will be taken up. The course also aims to expose the students the underlying risk-return trade-off and the economics of the products and the solutions. The causes of recent global financial crises will be analysed threadbare and policy level issues emerging from that will be taken up for discussion. The structuring and pricing of the products—the concepts and methods—will also be covered.

Session- Planning:

Session 1&2

- Introduction
- Definition and evolution of Structured Finance
- Major Types of Structured Finance Products
- Structured Finance in India and globally.
- Introduction to Securitization
- What is a Securitized Transaction?
- Illustration of a Securitization
- Why Entities Securitise Assets
- Benefits of a Securitization to Investors
- What Rating Agencies Look at in Rating
- Asset Backed Securities
- Description of a Collateral
- Prepayments Measures
- Defaults & Delinquencies

Reading: Ch 1, 4 & 5 (Fabozzi)

A Primer on Structured Finance-Andreas A. Jobst (IMF Working Paper) Securitization-- Gary Gorton & Andrew Metrick (NBER Working Paper 18611), Indian Securitisation Market—Vinod Kothari, The dark side of the moon: structured products from the customer's perspective --Thorsten Hens Marc Oliver Rieger (February, 2009, ISB, University of Zurich), The Structured Finance

Market: An Investor's Perspective—Fabozzi (Financial Analysts Journal, Vol. 61, No. 3 May - Jun., 2005) **Case:** Enron Odyssey and SPE-HBS Case Study IFMR Capital

Video: Enron the Smartest Guys in the Boardroom

Session 3

Financial Crisis in post 2007 era

- What caused Financial Crisis in 2007-09
- Role of Structured Products in Financial Crisis
- Hidden Risks in Structured Finance Market

Reading:

Structured Finance and the Financial Turmoil of 2007-2008: An Introductory Overview--Sarai Criado and Adrian van Rixtel (Bank of Spain, Occasional Paper)The Economics of Structured Finance---Joshua D. Coval, Jakub Jurek & Erik Stafford (HBS Working Paper) Global Financial Crises and the Future of Securitization- Mathis, Tozzolino & Ramaswamy (HBS Note)Subprime Meltdown : American Housing and Global Financial Turmoil – Julio Rotemberg (HBS Note)NY Fed Report on Subprime SecuritizationSecuritization and Fixed Rate Mortgage-NYFED

Cases: Bear Sterns and the seeds of the demise-HBS Case Study,The Rise and Fall of AIG – Richard Ivy School Case StudyUnderstanding Credit Crises- HBS Case Study

Videos: City Uncovered (1-3)Inside Job (film) Big Short (film)

Session 4 & 5

Credit Derivatives

- Documentation & Credit Derivative Terms
- Credit Default Swaps
- Credit Default Swap Index
- Basket Default Swaps
- Asset Swaps
- Total Return Swaps
- Economics of a Total Return Swap

Reading: Ch 3 (Fabozzi)

A Beginner's Guide to Credit Derivatives--- Noel Vaillant (Nomura International)Introduction to Credit Derivatives—Vinod Kothari (*Sl. Nos.- 11,12*) Credit derivatives and structured credit: the nascent markets of Asia and the Pacific--Eli M Remolona & Ilhyock Shim (BIS Quarterly Review, June, 2008),An Overview of Credit Derivatives—HBS Material Note on Credit Derivatives—HBS Material,Credit Default Swap Index Options--Evaluating the viability of a new product for the CBOE---- Mike Jakola (Kellogg School of Management, Northwestern University, June, 2006),Emergence of CDSI—Stanford Business School Material

Case: First American Bank Credit Default Swaps –HBS Case Study Black Stone and the Sale of Citigroup's Loan Portfolio- HBS Case Study,Metro de Porto IRS—HBS Case Study

Session 6

Cash Flow Collateralized Debt Obligations

- Family of CDOs
- Basic Structure of a Cash Flow CDO
- CDOs and Sponsor Motivation
- Compliance Tests

Reading: Ch 6 (Fabozzi)

ABC of CDO—CRISIL Document,The Barclays Capital Guide to Cash Flow Collateralized Debt Obligations,CDOs—HBS Material,CLO: A Primer--- Andreas Jobst (LSE Working Paper, 2007)

Session 7

Synthetic Collateralized Debt Obligation Structures

- Motivations for Synthetic CDOs
- Mechanics
- Funding Mechanics
- Investor Risks in Synthetic Transactions
- Variations in Synthetic CDOs
- The Single-tranche Synthetic CDO
- Summary of the Advantages of Synthetic Structures
- Factors to Consider in CDO Analysis

Reading: Ch 7 (Fabozzi)

Understanding the Risk of Synthetic CDOs--Michael S. Gibson (Federal Reserve, USA, 2004)

The Normal Inverse Gaussian Distribution for Synthetic CDO Pricing--Anna Kalemanova, Bernd Schmidy & Ralf Wernerz (Journal of Derivatives, Spring, 2007),Issues in the Pricing of Synthetic CDOs--Christopher C. Finger (Riskmetrics Working Paper 2004),Synthetic CDO: An Introduction—Laurie Goodman,Moody's Approach To Rating Synthetic CDOs,Valuation of a CDO and an n th to Default CDS Without Monte Carlo,Simulation--John Hull and Alan White (Journal of Derivatives, 2004)

Session 7

Securitized and Synthetic Money Market Funding Structures

- Commercial Paper
- Asset-Backed Commercial Paper
- Synthetic-Funding Structures

Reading: Ch 5, 6, 34 (Fabozzi)

Synthetic securitization:use of derivative technology for credit transfer---Ian Bell and Petrina Dawson (Standard and Poor, Europe) Conventional versus Synthetic Securitisation– Trends in the German ABS Market --Dr.Martin Böhringer,Ulrich Lotz, Christian Solbach,Jochen Wentzler (Deloitte & Touche Germany, 2001) Key issues in structuring a synthetic securitisation transaction—Elizabeth Uwaifo and Mark I Greenberg (Sidley Austin Brown & Wood)

Session 8

Credit-Linked Notes

- Description of CLNs
- Illustration of CLN
- Investor Motivation
- Settlement
- Forms of Credit Linking
- The First -to- Default Credit Linked Note

Reading: Ch 9 (Fabozzi)

Credit-Linked Notes: A Product Primer---Frank J . Fabozzi , Henry A . Davis , and Moorad Choudhry (The Journal of Structured Finance 2007,Vol. 12, No.4) Effect of Asset Value Correlation on Credit-linked Note Values ----C. H. Hui (International Journal of Theoretical and Applied Finance Vol. 5, No. 5, 2002)

Session 8

Structured Notes

- Structured Notes Defined
- Motivation for Investors & Issuers
- Issuance Form and Issuer
- Creating Structured Notes
- Examples of Structured Notes

Reading: Ch 10 (Fabozzi)

Anatomy of Structured Finance Market- LE Crabbe, JD Argilagos - Journal of Applied Corporate Finance, (1994), Structured note markets: products, participants and links to wholesale derivatives markets ---David Rule and Adrian Garratt, Sterling Markets, Division, and Ole Rummel, Foreign Exchange Division (Bank of England)

Case : Structured Notes – Dearden Case Study

Ticonderoga Inverse Floating Rate Notes- HBS Case Study

Session 9-11

Structuring Concepts in Securitization

- Creating Asset Side of the Cash Flow
- Matching the Liability with the Asset Side
- Excel Modeling

Reading: Ch 1-8 (Altman)

Session 12-19

Case Studies in Structured Finance

- PPL's Growth Strategy
- Formula One
- Tata Steel CARS
- Inverse Floating Rate Bonds
- Athens Ring Road
- The Bourland MBS
- International Investor
- Islamic Finance
- Tianjinn Plastics
- Angels and Crowds
- Sensigiz- Funding a Start-up
- Emirates Airlines-Sukuk Issue
- Islamic Finance and the Equate Project

Session 20

Guest Faculty Sessions

- Rating Agency's Perspective (CRISIL 1 session)

II. 32 SUSTAINBLE FINANCE AND CLIMATE RISK

[3 Credits]

Course Description:

This course introduces the concepts and principles of sustainable finance and climate risk, and helps learners develop the skills and knowledge to apply them in their professional or academic context. Sustainable finance is the practice of incorporating environmental, social and governance (ESG) factors into financial decision-making, with the aim of enhancing long-term value creation, supporting social and environmental goals, and reducing negative externalities. Climate risk is the potential impact of climate change on the financial system, through physical and transition risks that affect the profitability and solvency of financial institutions and entities.

This course broadly touches upon at least **FIVE Sustainable Development Goals (SDGs)**:

1. Goal 13 (Climate Action),
2. Goal 7 (Affordable and Clean Energy),
3. Goal 8 (Decent and Inclusive Work and Sustained Economic Growth),
4. Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation), and
5. Goal 12 (Responsible Consumption and Production).

In the context of 'Business and Climate Change,' we will explore the following key questions:

In this course, learners will:

- Learn the drivers and benefits of sustainable finance and climate risk management, and the challenges and barriers to their adoption.
- Explore the frameworks and standards for measuring and reporting ESG performance and climate risk exposure, such as the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainable Development Goals (SDGs), and the Principles for Responsible Investment (PRI).
- Apply the tools and methods for assessing and integrating ESG factors and climate risk into financial analysis, valuation, and portfolio construction, such as ESG ratings, carbon footprinting, scenario analysis.
- Analyze the regulatory and market developments and initiatives that support and promote sustainable finance and climate risk mitigation and adaptation, such as the Network for Greening the Financial System (NGFS), the European Green Deal, and the Paris Agreement.

This course is designed for students, professionals, and researchers who are interested in or working on sustainable finance and climate risk related topics. The course will combine lectures, case studies, exercises, and guest speakers from academia, industry, and policy. The course will also provide learners with the opportunity to interact with peers and experts, and to apply their learning to real-world problems and projects.

Course Learning Objectives:

By the end of this course, learners will have a solid foundation and a practical perspective on sustainable finance and climate risk, and they will be able to:

- Explain the key concepts and principles of sustainable finance and climate risk, and their relevance and implications for different stakeholders and sectors.
- Evaluate the ESG performance and climate risk exposure of financial institutions and entities, using various frameworks, standards, and indicators.
- Incorporate ESG factors and climate risk into financial decision-making, using various tools and methods, and considering the trade-offs and uncertainties involved.
- Identify and analyze the regulatory and market trends and opportunities that shape and influence the field of sustainable finance and climate risk.

II.33 VENTURE CAPITAL AND PRIVATE EQUITY

[1.5 Credits]

Course Objectives:

This course is the study of (private) equity invested in firms that are not publicly traded on stock exchanges. The objectives of this course are:

1. Understand venture capital and private equity industry (pre-IPO—initial public offering)
2. Understand hybrid securities such as preferred and convertible securities
3. Understand how the offering document of a venture fund (term sheet) is structured
4. Understand exit options (such as initial public offering, and merger & acquisition) for illiquid investment by venture and private equity funds

Session No(s)	Session Topic	Course Learning Objectives
1	Introduction to the private equity process and the process of investment	This session introduces the venture capital and private equity process, their partnership agreements and fund-raising
2	Private equity securities	Private equity funds generally do not use traditional sources of capital: equity and debt. They typically use hybrid securities such as preferred and convertible securities. This session introduces the preferred and convertible securities
3	Overview of private equity deal structures	This session introduces and sharpens students' understanding of convertible preferred stock, convertible participating preferred stock, and convertible preferred stock with multiple liquidation preference
4	Structuring of offering documents for venture funding (known as term sheets)	This session sharpens students' understanding on characteristics of term sheets such as liquidation preference, redemption right, antidilution, differential voting rights, vesting, employee stock options

5	Term sheet negotiations	Entrepreneur of a promising startup receives interest from several venture funds. The venture funds offer term sheets that are similar in structure but different in significant ways. These term sheets have advantages and disadvantages for the entrepreneurs. Choosing one over the other requires careful analysis as well as a specific set of assumptions about the future performance of a startup
6	Valuation and capital structure	This session covers valuation techniques of (private) firms whose equity is not listed on exchanges.
7	A behavioral aspect of term sheet negotiations	This session introduces the behavioral aspect of entrepreneurs in choosing one term sheet over the other
8	Due diligence	This session covers the intellectual framework necessary to perform due diligence. this session also discusses the challenges to due diligence and provides the framework and guidance to conduct due diligence
9	Private equity exits	This session introduces a variety of exit options and to discuss the pros and cons of each such as initial public offering, and merger & acquisition. This session also covers the analysis of market conditions as they relate to exit alternatives, valuation in different scenarios, and the impact of terms negotiated at the time of investment
10	Private equity in the emerging markets, future of private equity, and closing thoughts	From a private equity point of view, emerging markets differ from developed markets such as the U.S. and European Union. For example, in emerging markets, return driven by growth rather than leverage, weak contract

III GENERAL MANAGEMENT

III.I BUSINESS LAW

[2 Credits]

Objectives:

Business Law Application primarily focuses on the legal issues faced by businesses in India and around the globe. Its goal is to develop an understanding of legal concepts that are an integral part of decision making of executives and also is designed to help an entrepreneur to practically deal with legal issues in the stages of conceiving, execution and running of business. Practical legal risk mitigation strategies would also be analyzed exclusively from the perspective of business. The course perspective shall be global trying to comparatively analyze the business legal practices in other jurisdiction intended to acclimatize students to global business scene.

Topics :

1. Introduction to Law

- Introduction to law
- Basic concepts of law
- Introduction to contract law
 - Different kinds of contracts
 - Formation of a contract
 - Concept of Offer and acceptance in a contract

2. Elements of a Valid Contract

- Capacity to Contract
 - Minority
 - Soundness of mind
 - Legal disqualification

3. Elements of a Valid Contract

- Coercion
 - Undue influence
 - Misrepresentation
 - Fraud
 - Mistake

4. Elements of a Valid Contract

- Consideration

- Essential elements.
- Exception to the Rule
- No consideration no contract
- Privity of contract and consideration

5. Elements of a valid Contract

- Legality of the object
 - Void agreement
 - Voidable agreement
 - Agreements opposed to public policy
 - Agreements in restraint of trade
 - Exceptions

6. Discharge of Contracts & Remedies

- Discharge of contract
 - modes of discharge
 - performance
 - impossibility
 - agreement
- Damages
 - Different kinds of damages
 - remoteness of damages

7. Introduction to Company Law

- Different forms of business
- Definition & meaning of company
- Essential features
- Doctrine of lifting the corporate veil

8. Registration & Incorporation of a company

- Memorandum of Association
 - Contents Of MoA
- Articles of Association

9. Prospectus

- What is a Prospectus
 - Contents of a prospectus
 - Remedies for misrepresentation in a prospectus

10. Directors

- Different kinds of directors
- Role of a Director
- Duties of a Director
- Directors liability

11. Sale of Goods and Consumer Protection Law

Sale of Goods Act

- Principle of conditions and warranties
- Caveat emptor principle and its exceptions
- Transfer of title
- Rights of Unpaid seller

Consumer Law

- Who is a consumer under the act
- What is commercial purpose.
- Redressal mechanism under the Act

12. Advertising Law

- Laws governing advertising in India
- Self-regulation of advertising in India
- International regulatory regime of advertising.

13 . Intellectual Property Rights

- Patents
- Trademarks
- Copyrights
- Designs

III.2 BUSINESS RESEARCH METHODS

[2 Credits]

Introduction and Rationale behind the course:

Knowledge of research methods and their suitable application in appropriate situations is a principal requirement in any branch of science. This activity not only provides answers to many unsolved queries; but also generates theories/ proves hypotheses for satisfaction of cognitive self or commercial implementation. Management being dynamic involving human values and relations, the research methodology in management includes inputs from psychology, quantitative techniques, sociology, economics and so on. Hence, it becomes rather difficult to conceptualize; it requires deep interest, may be need, **a lot of patience**, an analytical frame of mind and reasoning ability for successful implementation.

Business Research familiarizes one with the research environment and presents him with the tools and techniques for understanding any business problem, collect data, formulate hypothesis, do necessary work to prove it and ultimately ensures the solution to the said problem. Hence, it is a must for all management scientists. The course will familiarize participants with statistical software tools (SPSS) for data analysis. Through live cases and in class exercise, participants will be introduced to fascinating facets of research tools. Participants will be provided data sets to analyze and learn how to interpret output. Application of each technique for analysis of various types of problems and data will be studied. After attending this course, participants should be able to understand critique applications of the techniques for capturing information and make decisions.

Session Plan:

Session 1

Topic Introduction to Business Research

Session Objectives, Objective of the Course, Introduction to Business Research Process, The Value of Problem Definition, Management Decision Problem, Research Problem, *Required Reading* Chapter 1 (Text Book: Malhotra and Dash) *Class Format* Discussion on Business Research

Session 2

Topic Research Problem Formulation and approach to problem

Session Objectives, Objective formulation, Hypothesis Development, Illustration of Problem definition through case *Required Reading*, Chapter 2 & 3 (Text Book: Malhotra and Dash), *Class Format* Demonstration of theory through Case Discussion

Session 3

Topic Research Design and Research Instrument formation

Session Objectives, *Research Design*

Guideline for research instrument, types of items, *Case Video* Case-13.1- Intel: Building Blocks Inside out (Text Book page 402- 403) *Required Reading* -Chapter 3, 9 and 10 (Text Book: Malhotra and Dash) , *Class Format* Demonstration of theory through Case Discussion

Session 4

Topic Sampling Plan & understanding of Research process (part-A)

Session Objectives

Sampling plan and Understanding Research Process (part-A) *Required Reading* Chapter 11 (Text Book: Malhotra and Dash) *Class Format* Lecture & Live Case Discussion

Sessions 5

Topic Understanding Qualitative Marketing Research Process and Application

Session Objectives Understanding Qualitative Research, Focus on Qualitative methodologies and rationale Qualitative research typologies and exploration, Sampling for Qualitative Research Interpretation of Qualitative Research *Required Reading*, Chapter 4 and 5 (Text Book: Malhotra and Dash) *Class Format* Theory followed by Live Case discussion

Session 6

Topic **Understanding of Research Process** *Session Objectives* Illustration of Research Process through case discussion *Case* TiVO in 2002: Consumer Behavior, *Class Format* Case Discussion

Session 7

Topic **Elementary Data Analysis Techniques**

Session Objectives, Elementary Data Analysis, *Required Reading* Chapter 15 (Text Book: Malhotra and Dash) *Class Format* Case Discussion, Demonstration of Chapter 15 Techniques

Session 8

Topic **Elementary Data Analysis Techniques, No experimental Observation Research**

Session Objectives Elementary Data Analysis, No experimental Observation Research *Required Reading* Chapter 15 (Text Book: Malhotra and Dash), *Case* Outdoor Lifestyle Question 2 (Text Book page 479-480), *Class Format* Case Discussion, Solving Question of Chapter 15 on Techniques

Session 9

Topic **Experimental Designs in Research and their data analysis**

Session Objectives Use of experimental designs for decision making, *Required Reading*, Chapter 7 and 16 (Text Book: Malhotra and Dash), *Class Format* in class data analysis

Sessions 10

Topic **Use of Regression Analysis for Decision Making**

Session Objective, Regression Analysis & their applications, *Required Reading* Chapter 17 (Text Book: Malhotra and Dash), *Case* Outdoor Lifestyle Question No. 2 (pp. 550)

Sessions 11

Topic **Use of Regression Analysis for Decision Making**

Session Objective, Regression Analysis & their applications, *Required Reading*, Chapter 17 (Text Book: Malhotra and Dash) Gujrati, D. (1970). Use of dummy variables in testing for equality between sets of coefficients in linear regressions: A generalization. *American Statistician*, Vol. 24 Issue 5, p18-21. *Exercise* Gujrati Data Exercise *Class Format* Case discussion and in class data analysis

Session 12

Topic **Factor Analysis**, *Required Reading* Chapter 19 (Text Book: Malhotra and Dash)

Session Objectives, Factor Analysis *Class Format* Theory followed by Case Discussion

Session 13

Topic **Cluster Analysis, Research Ethics, Integrating Research tools and techniques**

Required Reading Chapter 20 (Text Book: Malhotra and Dash) *Session Objectives* Cluster Analysis, Ethics in Research, Integration of Research tools and techniques *Class Format* Lecture Format

III.3 MANAGERIAL COMMUNICATION

[3 Credits]

Objectives:

- To make the participants adept at handling issues related to communication in and outside the workplace
- To communicate information and ideas verbally in a clear, logical and persuasive manner
- To enable them to structure a coherent and focussed discourse in the many written discourses
- To strategize and organize a non-sensitive informative message in a professional, high-quality business document
- To enable you to write lucid reports that recommend decisions based on rigorous analysis and systematic evaluation of options
- To speak so as to be understood and not cause strain to the listener
- To deliver a formal oral presentation integrating appropriately selected technology tools
- To formulate individual communication strategies to cope with and manage complex situations
- To deal with communication under stress, duress and difficulty, particularly in managerial situations
- To practice giving and receiving constructive feedback
- To understand the nature and importance of crisis and crisis communication and recognize the role of media in building organizational reputation.
- To develop effective communication capabilities in negotiations situations

Course Content:

Sessions	Topics	Operation Definition	Activities	Evaluation
1	Introduction to Fundamentals of Managerial Communication		Discuss importance of managerial communication and why it is becoming more important. Discuss variation in cultural norms of business communication and the norms of business English. Give course overview.	Participation
2	Planning Communication	Why, who, how? What Are Good Models? Analyzing a Communication Situation	Explore Why? (purpose), Who? (audience), and How? (content) through examples of business or business-related communication	Exercise
3	Cognitive Bias in Communication	Analyzing a Communication	Discuss examples or scenarios involving cognitive bias.	Exercise

		Situation: Cognitive Bias	Using the examples and scenarios, have students plan, individually or in groups, ways of moderating or avoiding cognitive bias and present them to the class.	
4	Persuasion and Influence in communication	Traits, Tech	In class Exercise	Hand book
5	Elevator Pitch Building A Narrative	Understand and Crafting to Influence	Group In Class Exercise	Feedback
6	Effective listening & Feedback	Difference between hearing and listening. Psychological Barriers to Listening. Listening for hidden and unheard messages . Framing messages, guidelines for effective feedback	Group Exercise In-class exercises	Feedback
Reading s for the session 1, 2, 3, 4, 5	Cialdini, R.B. (2001, October). Harnessing the science of persuasion. <i>Harvard Business Review</i> , 79 (9): 72-79. Clampitt, P. G. (2013). Understanding communication. <i>Communicating for Managerial Effectiveness: Problems, Strategies, and Solutions</i> . Thousand Oaks, California: SAGE Publications, Inc.			
Reading	Wallace, M. & Wray, A. (2011). Getting started on critical reading. <i>Critical Reading and Writing for Post Graduates</i> . Thousand Oaks, California: SAGE Publications Inc.			
7	Critically Understanding & Communicating	Stature, voice, gestures decorum during meetings and interactions	Theory and mock interviews with peer feedback	Peer feedback
Reading	Henning, E., Gravett, S. & van Resenburg, W. (2010). Crafting paragraphs and other organizing units of text. <i>Academic Writing</i> . Hatfield, Pretoria: Van Schaik Publishers.			
8	Logical Rigour	Slippery slope, hasty generalization, post hoc ergo	Exercises on recognition, identification and deconstruction of logical fallacies	Logical-fallacy rubric to determine

		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		learner's understan ding of logical fallacies
Reading	Fallacies: making your presentation logical. (2016, May 5). In <i>The Writing Center at UNC-Chapel Hill</i> . Retrieved from http://writingcenter.unc.edu/handouts/fallacies/			
9	Analytical & 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 facilitativ e comments
Reading	Ramage, J.D., Bean, J.C., & Johnson, J. (2010). The core of an argument. <i>Writing Arguments: A Rhetoric with Readings</i> . New York: Pearson Education, Inc.			
10	Business 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	Book to be discussed
Case				
11	Executive Summary	Business plan overview- purpose,	Case analysis on the basis of which students will be asked to develop a business proposal	Assignme nt/Writing

		contents, format; why plan, why plans fail. Planning Process to come up with a Draft: Mission Statement Vision of Success Statement Organizational Structure Phases of Competitive Development		HBR Article
Case				
12	Business Plan Presentation-I	DO s & Don'ts (Language / Body labour)	Exercise Sharktank Format	Feedback
13	Conversational Competence	Developing Effective Formal Interaction	Displaying and practicing the principles	
14	Communicating & Networking	Impact on immediate professional engagement	Class Exercise	Evaluation/ Class feedback discussion
Reading	Guffy, M.E. (2010).Business presentations. <i>Essentials of Business Communication</i> . Mason, OH: South-Western Cengage Learning.			
15	Crisis Communication	Communicating in crisis to the stakeholders	Interacting with media situations	Assessment rubric
16	Writing Tough and Difficult Messages	Conditions that hinder effective communication	In-class exercises	Corrective feedback
Reading for the session 14, 15, 16, 17	1- HBR Better Business Writing, BRYAN GARNER, 2-The Elements of Style by William Strunk			
17	Email Writing	Focus on basics of email writing and how to respond to unknown people and continuing	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)	Writing workshop

		email conversations		
Reading	HBR Guide to persuasive presentation, NANCY DUARTE			
18	Business Presentation	Presentation valuation through class participation	On-the-spot coaching, correcting and confirming	Review and Feedback
19	Business Presentation	Presentation valuation through class participation	On-the-spot coaching, correcting and confirming	Review and Feedback
20	Business Presentation	Presentation valuation through class participation	On-the-spot coaching, correcting and confirming	Review and Feedback
Reading	Karp, H. (2004). The lost art of feedback. In Jack Gordon (Ed.), <i>The Pfeiffer Book of Successful Communication Skill-Building Tools</i> . Hoboken, NJ: John Wiley & Sons.			
Reading	Brooks, A. W. (2015, December). Emotion and the art of negotiation. <i>Harvard Business Review</i> , 93 (12): 57-64.			

III.4 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.

Appendix 1:

Managerial Ethics: Contemporary Challenges and Imperatives

Course Structure & Schedule: Sessions and Content

Part	Sub-Part	Chapter and Topic	Session	Day
Part One: Market Context of Corporate Executive Ethics (CEE)	Part One A: Current General Market Challenges and Imperatives of Corporate Ethics	Prologue, Syllabus; Chapter 1: The Challenge of Corporate Ethics Today	1	Wednesday, September 27
		Chapter 2: A Systems-Thinking Approach to Understand the Challenge of Corporate Ethics Today	2	Thursday, September 28
		Chapter 3: The Success of Free Enterprise Capitalist System when Designed and Deployed Rightly	3	Tuesday, October 3
		Chapter 4: The Failure of Free Enterprise Capitalist System when Abused.	3	Tuesday, October 3
	Part One B: Current Specific Market Challenges and Imperatives of Corporate Ethics	Chapter 5: Characterizing Market Turbulence Today as a Source of Market Opportunity.	4	Thursday, October 5
		Chapter 6: The Current Challenge to Free Enterprise Capitalist System: Immigrant Populations and Global Asylum Crisis	5	Saturday, October 7
		Chapter 7: The Modern Debt-Overleveraged and Promoter Dominated Corporation: Should we reinvent the Corporation in the Wake of Startups and Entrepreneurial Ventures?	5	Saturday, October 7

		Chapter 8: The 21st Century Ethical and Moral Challenges to Corporate Governance	6	Tuesday, October 17	
Part Two: 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	9#	Thursday, November 23	
		Chapter 10: The Ethics of Corporate Executive Virtues	10#	Saturday, November 25	
		Chapter 11: The Ethics of Corporate Interpersonal Trust	10#	Saturday, November 25	
		Chapter 12: The Ethics of Corporate Moral and Servant Leadership	10#	Saturday, November 25	
	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	7	Saturday, October 21	
		Chapter 14: The Ethics of Corporate Stakeholder Rights and Duties	8	Tuesday, October 24	
		Chapter 15: The Ethics of Corporate Moral Reasoning, Moral Judgment and Moral Justification	11	Thursday, November 30	
		Chapter 16: The Ethics of Corporate Executive Moral Responsibility and Cosmic Sustainability Epilogue: Corporate Executive Spirituality	12	Thursday, December 7	
			Group Presentation of First & Second Take Home Assignment*	13	Thursday, December 14

* 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.5 ANALYSIS FOR MANAGERIAL DECISION MAKING

[3 Credits]

Course Description and Objectives:

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

Course Content and Session Plan:

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

	<ul style="list-style-type: none"> • Methods of analysis • Drawing conclusions – testing for validity of conclusions • Triangulation of explanations
15 – 17	Presentation by groups
18	Module -3: Industry/ Policy Analysis Industry Analysis and deriving implications for an organization
19	Policy analysis and deriving implications for an industry/ organization
20	Course Overview

III. 6 ANALYSIS OF SPORTS and SPORTSPERSON

[1.5 Credits]

Learning Objectives and Rationale:

At the end of this course you should:

1. *Be able to design the contours of a league.* The course helps you analyze factors like competitive balance, resource requirements and availability, scheduling challenges to arrive at designs of new leagues
2. *Be able to create metrics, or use existing metrics, to describe and evaluate player/ team performance that help in coaching, rating.* There are limitless possibilities to describe various aspects of player/ team performance across various sports. The course equips you to arrive at meaningful measures of performance
3. *Be able to create models to predict sporting outcomes.* The course trains you to identify systematic factors, and to distinguish between luck and skill, use this knowledge to predict outcomes.
4. *Be able to analyze betting markets.* The course helps you understand the working of betting markets and detect possible patterns

Session-wise Plan:

<u>Session</u>	<u>Topic</u>
One	Introduction: The product, producers, consumers, enablers and Analysis Reading: <i>What is the sports product and who buys it? The marketing of professional sports leagues</i> , Mason DS, European Journal of Marketing, Vol 33, Issue 3-4, 1999 Reading: <i>Introduction to the Special Issue on Analytics in Sports, Part I: General Sports Applications</i> , Fry, MJ & Onlmann, JW, Interfaces, Vol 42, No. 2, 2012
Two	Analyzing Special Characteristics of the Industrial Organization of Team Sports; Labor and Transfer Markets Reading: <i>Alternative Measures of Competitive Balance in Sports Leagues</i> , Humphreys, BR, Journal of Sports Economics, Vol 3, No.2
Three	What Drives Financial Performance of Leagues and Teams?; Player Compensation and Valuation Reading: <i>Deloitte Football Money League</i> Reading: <i>An Economic Evaluation of the Moneyball Hypothesis</i> , Hakes JK and Sauer RD, Journal of Economic Perspectives, Vol 20, No.3, 2006
Four	Scheduling of Sports Tournaments/ Leagues; Goals, Constraints, Methods

Reading: *Scheduling in sports: An annotated bibliography*, Kendall, G; Knust, S; Ribeiro CC and Urrutia S, Computers and Operations Research, Vol 37, Issue 1, 2010

Five

Fairness in Sports: Design of Rules, Adjudication

Reading: *Fair Play as Respect for the Game*, Butcher, R et al Journal of the Philosophy of Sport, Vol 25, Issue 1, 1998

Reading: *The Varieties of Cheating- Comments on Ethical Analyses, in Sports* Loland, SSport in Society, Vol 8, Issue 1, 2007

Reading: *A fair method for resetting the target in interrupted one-day cricket matches*, Duckworth FC and Lewis AJ, Journal of the Operational Research Society, Vol 49, Issue 3, 1998

Six

Performance Rating of Teams and Players; Bradley-Terry Models, Elo Ratings, AHP and Paired Comparisons

Reading: *The methodology of officially recognized international sports rating systems*, Stefani, R. Journal of Quantitative Analysis of Sports, Vol 7, 2011

Reading: *On the Development of a Soccer Player Performance ,Rating System for the English Premier League*, McHale, IG; Scarf, PA & Folker, DE Interfaces, Vol 42, No. 4, 2012

Seven,Eight

Separating Luck from Skill: Performance Analysis Eight Of Players and Athletes

Reading: *A Criterion for comparing and selecting batsmen in limited overs cricket*, Barr GDI and Kantor BS, Journal of the Operational Research Society, Vol 55, Issue 12, 2004

Reading: *Winning streaks in sports and the misperception of Momentum*, Vergin, R, Journal of

Nine

Sports Prediction/ Forecasting

Reading: *Searching for the GOAT of tennis win prediction*, Kovalchik SA, Journal of Quantitative Analysis in Sports, Vol 12, Issue 3, 2018

Ten

Sports Betting Markets

Reading: *Market Efficiency and the Favurite-Longshot Bias:*

The Baseball Betting Market, Woodland LM and Woodland BM,

The Journal of Finance, Vol 49, Issue 1, 1994

III.7 COMMUNICATING CRITICAL DECISION

[3 Credits]

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 analyzing 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.

Session-wise Course Outline:

Note: This outline is to give you an overview of the course. To the extent possible, it will be followed. However, some rescheduling may be required.

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

4. 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 I 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:

III.8 CORPORATE IMAGE BUILDING

[3 Credits]

Objectives:

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

Topics:

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

III.9 EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

[3 Credits]

Objectives:

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

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

Topics:

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

III.10 ETHICS OF BUSINESS TURNAROUND MANAGEMENT

[3 Credits]

AOL in EBTM will be realized 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.

Detailed lists of: a) *Case Books on Corporate Turnarounds*, b) *Books on Corporate Turnaround Strategies*, and c) *Recent Journal Articles on Business Turnaround Management*, have been provided for developing in-depth knowledge in chosen topics of EBTM, as also stimulate good reading habits among students as a part of AOL.

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 moneylaundering.

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).

III.11 EXCELLENCE AND INTEGRITY

[3 Credits]

Course Description:

The course "Excellence and Integrity: Search for Common Good as Adding Value to Life" is an elective offered by the General Management area, designed to inspire students to lead value-added lives personally and societally. It covers ethical living principles, integrity, and excellence in various contexts through lectures, case studies, and interactive sessions. Targeting managers, leaders, and entrepreneurs, the course aims to build a solid foundation in ethical frameworks, applying ethical principles, analyzing societal impacts, and developing ethical decision-making strategies. It includes a practical project and guest faculty sessions, emphasizing personal and professional ethical considerations. It invites the students to draw wisdom and inner strength from their own inner sources (religion, culture, experience of failures, etc), so as to face life more holistically and creatively.

Course Learning Objectives:

By the end of this course, learners will have a solid foundation and a practical perspective on Excellence and Integrity, together with the Search for the Common Good, in order to enhance value to their own Lives. They will be able to:

- Understand the concepts of integrity and excellence within ethical frameworks.
- Apply principles of ethical living to personal and professional scenarios.
- Analyze the impact of individual actions on broader societal outcomes.
- Develop strategies for ethical decision-making and leadership.
- Critically evaluate the role of corporate governance in promoting ethical behavior and integrity in business practices.
- Examine the integration of personal values with professional responsibilities in the pursuit of sustainable business practices.

Promote interdisciplinary approaches to understanding ethical dilemmas, incorporating insights from philosophy, sociology, and environmental science.

III.12 IDEAS CHANGING WORLD

[3 Credits]

Course Description:

This course takes up some of the perennial and contemporary ideas that have radically changed the world and still changing it. It takes up an overview of the larger ideas transforming human beings individually and organizationally. The course underpins the fundamental ideas and vision that form the framework of our progress and consciousness. This course presupposes that the “most practical thing is a good theory,” and explores the current world being shaped by ideas, visions and perspectives.

Course Learning Objectives:

This course enhances Decision Making, Quest for Excellence, Global Mindset, Sustainability and Ethical Conduct. After attending the course the students will be able to:

- Appreciate and acknowledge the larger ideas that have been shaping the progress of the world
- Acknowledge the significant role of ideas in hanging our lives
- Familiarize themselves with the overall vision of the main history of ideas/thoughts
- Equip themselves with theoretical frameworks to look at their own life-experiences from different perspectives

Widen their intellectual horizons and embrace diversity and pluralism

III.13 LEGAL ASPECTS OF MARKETING

[3 Credits]

Objectives:

The Law and our legal system have a pervasive impact on marketing activities. Decisions of marketing executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm.

The approach of this course would be to address National Laws and court decisions that relate to the four main areas of marketing study, the so-called “four P’s” of marketing: product, price, place and promotion.

Topics:

1. Legal Issues Relating to Product Quality and Material Movement

- Conditions and warranties
- Implied Conditions
- Rule of Caveat Emptor [Buyer Beware]
- Transfer of Title
- Nemo Dat Quod Non Habet
- Sea Transit: FOB, CIF, Ex. Ship
- Rights of Unpaid Seller
- Lien
- Stoppage in Transit
- Right to Resale
- Remedies

2. Rules Relating to Hire-Purchase

- Position of Parties to Hire Purchase
- Conditions and warranties
- Limitation on Hire Purchase Charges
- Passing of Property

3. Laws Relating to Common Carrier

- Definition of Common Carrier
- Distinction between Common Carrier and Pvt. Carrier
- Liabilities of Common Carrier

4. Legal aspects of Delivering Goods for Carriage and Warehousing

- Rights of Warehouse
- Duties and Liabilities of Warehouse

5. Rights to do any Trade or Business

- Fundamental
- Legal
- Restrictions

6. Restraint of Trade

- Knock-Out Agreement

- Trade Combination
 - Solus or Exclusive Dealing Agreements
 - Restraints upon Employees
7. Laws Relating to Services Marketing
- Concept of Service
 - Deficiency in Service
 - Real Estates
 - Hospital
 - Carrier
 - Courier
 - Bank
 - Transport Service
8. Legal Aspects of Restrictive Trade Practices
- Tie-in Sales or Full Line Forcing
 - Price Fixing
 - Predatory Pricing
 - Exclusive Dealing
 - Territorial Restriction
 - Refuse to Deal
9. Legal Aspects of Unfair Trade Practices and some aspects of Advertisement
- False and Misleading Representation
 - Bait Advertising and Bargain Price
 - Offering Gifts and Prizes and Conducting Promotional Contests
 - Withholding Information about Final Results of scheme
 - Hoarding and Destruction of Goods
 - Spurious Goods
10. Competition Law
- Introduction
 - Meaning
 - Anti-competitive Agreement
 - Anti-competitive Agreement: Competition within India & Effects Doctrine
 - Anti-competitive Agreement: Horizontal
 - Anti-competitive Agreement: Fixing Prices
 - Anti-competitive Agreement: Vertical Agreements
 - Anti-competitive Agreement: Limiting and Controlling Production & Investment
 - Acquisition, Merger and Amalgamation
 - Anti-competitive Agreement and WTO

III.14 STRATEGIC COMMUNICATION

[3 Credits]

Objective:

- 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

SESSION #	TOPIC	READING
1	Nuances of Strategic Communication	1. Essentials of Business Communication- Chap-8, Pg- 226-262, 2. Pg-52 Commentary/ Revisioning Strategic Communication – JFQ 76,1 st Quarter 2015, 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 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. 2. Meaningless or Menaingful? Interpretation and intentionality in post- modern communication.
6	Audience analysis	1. Presentation Zen by Garr Reynolds (New Rider 2008). 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	<ol style="list-style-type: none"> 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.
8	Developing customer orientation	<ol style="list-style-type: none"> 1. How to Frame a Message: The Art of Persuasion and Negotiation by Lyle Sussman, Business Horizons/ July- August 1999. 2. Choose the Right Words in an Argument by Amy Gallo- Harvard Business Review.
9	Handling criticality and making others see the way you want them to see	<ol style="list-style-type: none"> 1. Why Your Brain Loves Good Storytelling, HBR- Oct 28, 2014. 2. Storytelling That Moves People, Pg-51- June 2003. 3. Telling Tales, HBR.
10	Strategy of communicating with 'metaphor'	<ol style="list-style-type: none"> 1. Metaphors We Live By – Chap 1 & 2
11	Digital communication and networking	<ol style="list-style-type: none"> 1. Short Workplace Messages and Digital Media, Pg- 120-155. 2. The Job Search and Resumes in the Digital Age, Pg- 426-473.
12	Social media communication	<ol style="list-style-type: none"> 1. Short Workplace Messages and Digital Media, Pg- 120-155. 2. The Job Search and Resumes in the Digital Age, Pg- 426-473.
13	Stakeholder communication	<ol style="list-style-type: none"> 1. Power, Influence, and Persuasion, HBR. 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
14	Employee-relation communication	<ol style="list-style-type: none"> 1. What Do You Mean You Don't Like My Style by Jonh S Fielden (HBR May 1982) 2. Three Elements of Great Communication, According to Aristotle By Scott Edinger HBR January 17, 2013
15	Strategic communication in public sphere	<ol style="list-style-type: none"> 1. It's The Way You Say It by Carol A Fleming (Chapter – 4) Thomson Press India 2013).

		<ol style="list-style-type: none"> 2. The Irresistible Power of storytelling as a Strategic Business Tool. 3. Leading Words: How to Use Stories to Change Minds and Ignite Action by Cynthia M.Phoel- Harvard Business School.
16	Interconnectedness of communication and its impact on business	<ol style="list-style-type: none"> 1. My Students Don't Know How to Have a Conversation by Paul Barnwell, <i>The Atlantic</i>, April 22, 2014 2. The Conversation , <i>The Atlantic</i> October 2015
17	Ethical issues, crucial conversations and public relations	<ol style="list-style-type: none"> 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. The Best Ways to Discuss Ethics by Francesca Gino HBR March 02, 2011 3. The Business of Communicating Values by Rosanna M. Fiske HBR July 26, 2011
18	Presentation for effect I: the modes and methods	<ol style="list-style-type: none"> 1. Resonate by Nancy Duarte 2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience
19	Presentation for effect II: building the right strategy (audience survey)	<ol style="list-style-type: none"> 1. Resonate by Nancy Duarte 2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience
20	Presentation for effect III: getting to see one's own.	<ol style="list-style-type: none"> 1. Resonate by Nancy Duarte 2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience

III.15 THE ETHICS OF ARTIFICIAL INTELLIGENCE AND HUMAN ENHANCEMENT – IMPLICATIONS FOR MANAGEMENT PRACTITIONERS

[1.5 Credits]

Course Objectives

In this course, we will focus our discussions on the rapid scientific and technological development that could be both complementary and competitive to human existence, which is the science of Artificial Intelligence (AI). We should expect to see significant changes in our society as AI systems become embedded in many aspects of our lives. The course is designed to provide a high level understanding of current development of Artificial Intelligence and its management implications. This course will cover ethical issues raised by current and future AI systems.

A related area of progress raises fundamental questions about being human as we understand it today and evaluates the moral significance of advances in science and technology in the area of human enhancement that is changing this understanding. We will reflect on some important cross-cutting themes in the ethics of human enhancement, including the distinction between therapy and enhancement; questions about safety and fairness; issues about governance and the regulation of new therapies and technologies.

This course will also cover the potential future areas of cooperation and conflict between AI and Trans-Human Existence (Enhanced state of human species).

The uniqueness and relevance of this course is that it confronts a 21st century evolving social and existential issue of tremendous importance that no management and political practitioner can afford to ignore and still remain relevant. The course will catch the bull by its horns and debate as many major issues that the subject and its current practice has already thrown up, from an ethical perspective, and outline some of the issues that this subject will throw up in the future, for which an ethical template is not yet in place. The management implications of this existential revolution that is about to hit our times need to be underscored and appreciated now so that the current batch of students who would become the head honchos of the corporate world in 20 years would have been introduced early to the basics of this phenomenon. How will these managers manage the sudden drop in employment; the sudden increase in inequality; the need to redesign marketing, advertising, HR and production systems that include co-existence with employees who are human, trans-human and non-human.

Session 1 & 2 (90 minutes each session) – What is ethics of AI?

Sessions 3 & 4 – The Singularity

Session 5 – The value alignment problem

Sessions 6 & 7 – The Potential Unemployment Implosion

Session 8 – Good and bad robots

Session 9 – Robot rights

Session 10 & 11: Introduction to the Ethics of Human Enhancement

Session 12: Cognitive Enhancements & Memory Suppressors

Sessions 13 & 14: Enhancement, Anti-Aging Medicine & Life-Extending Biotechnologies

Sessions 15 & 16: Robots, Human Enhancement, and Human Rights

Sessions 17 & 18: Class 7: Transhumanism as a Cultural Movement

Session 19 & 20: Summary and Takeaways from the Course.

IV INFORMATION SYSTEMS

IV.1 MANAGEMENT INFORMATION SYSTEMS

[3 Credits]

Course Objectives:

Although investments on IT keep increasing each year, the returns from these investments are highly variable. For example, research has established a positive relationship between IT investment and productivity growth, but studies have also shown a high variance around the positive mean. In addition to investigating the relationship between IT investment and performance change, researchers have also examined IT's organizational impact. This work has also found great variance in outcomes of interest. Similarly, IT adoption efforts also display high variation. Some new technologies are welcomed by their users and adopted quickly and easily, while others are not. There is widespread agreement that most IT failures and disappointments are due to managerial and organizational factors. In fact, virtually all work on IT's impact, whether conducted by academics or practitioners, stresses that managerial involvement is vitally important for achieving desired outcomes. Furthermore, most work in this area concludes that managers *outside* the IT function, as well as within it, need to be properly involved if IT efforts are to succeed. It appears, however, that many companies have not yet successfully integrated general managers into technology decisions and projects. A 2006 survey of executives responsible for IT, for example, found that over 50% considered alignment between business needs and IT to be their most critical concern around information technology.

Tentative Session Plan:

S. No.	Topic	Readings	Case	Learning Goals/Dimensions of Learning Goals
1	Introduction to Digital firm, e-Commerce and e-Business	IT doesn't matter	Stars Air Ambulance: An information system challenge (class discussion)	
2	New IT infrastructure for Digital firm	Submit Case analysis in group before the class	VINSUN Infra Engineering: ERP on Premise or on Cloud (class discussion)	Quest for Excellence
3	Business Model and Infrastructure for starting an online business		MusicJuice.net: The Challenges of Starting Up a New Internet Venture (class discussion)	Decision Making
4	Introduction to ERP The critical success factors for ERP implementation	Submit Case analysis in group before the class	KEDAs SAP implementation(class s discussion)	Functional Knowledge
5	Online Business Idea	Online Business Idea Presentation (in 5 min)		Sharing of Information and Knowledge

	Industry Expert talk			
6	e-Procurement Models and e-SCM	e-Procurement in Andhra Govt.	Tata Steel Case	Functional Knowledge
7	e-CRM		Hara's case	Functional Knowledge
8	Understanding the past for creating future	Information Technology Management from 1960 – 2000		Identifying Conceptual frameworks. & Application of Conceptual frameworks
9-13	ERPSIM			Identifying Conceptual frameworks. & Application of Conceptual frameworks
14	Introduction to Spreadsheet Modeling - I	Using MS Excel to Model Simple Business Problems Basic Excel Functions	The Woodworks Company	Visualization of the Problem, Analysis of the information given, narrowing on the solution
15	Introduction to Spreadsheet Modeling - II	Modeling an Ill-Structured Problem	Retirement Planning Problem (A)	Visualization of the Problem, Analysis of the information given, narrowing on the solution
16 – 17	Some Important Excel Functions - I	VLOOKUP, HLOOKUP, INDEX, MATCH, IF, COUNTIF, TEXT functions, etc.		
18 – 19	Advanced Spreadsheet Modeling – I	Sensitivity Analysis, Tornado Charts		Visualization of the Problem, Analysis of the information given, narrowing on the solution
20	Advanced Spreadsheet Functions	Array Formulas		

IV.2 BIG DATA ANALYTICS

[3 Credits]

Course Description

Introduction of internet and advent of social media, along with ubiquity of mobile devices, have led to creation of large volumes of mostly unstructured data of varying types – textual data, weblogs, audio and video recordings, photographs, e-mails, social media feed, etc. Volume, velocity, variety, and veracity – these features make analysis of ‘big data’ extremely challenging using traditional analytical techniques. However, the success of many business ventures often depends on reliable and cost-effective storage of huge volumes of data, efficient analysis of them, and subsequent extraction of relevant actionable insights.

This course aims to look into the opportunities and challenges for businesses in a world driven by information by bringing together key theories and technologies used in manipulating, storing, and analyzing big data.

Course Learning Objectives

The objective of the course is as follows:

- i. To introduce the students to the 4 traditional V’s of big data – volume, variety, velocity, and veracity
- ii. To equip them with the skillsets necessary to execute computations on distributed platforms to facilitate big data analytics
- iii. To help the students learn appropriate methods of interpreting and communicating the results

To help them realize the potential of big data analysis techniques in solving real-life business problems

IV.3 BLOCKCHAIN APPLICATION FOR MANAGERS

[1.5 Credits]

Course Objectives:

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.

Learning Goals:

The learning goals expected to be achieved through this Course are

1. Proficiently applying analytical thinking, critical analysis, creativity and problem solving in constructing industry use cases for Blockchain and plausible benefits
2. Demonstrating competency in understanding the management and policy level challenges involved in implementing Blockchain
3. Demonstrating working knowledge of technology backbone

Measures of Attributes of Learning:

The attributes for learning for this Course are

1. Strong analytical skills
2. Ability to relate objects or processes and find interdependency
3. Fundamental accounting knowledge
4. Fundamental engineering knowledge
5. Demonstrated self-learning and exploratory behaviour while using IT systems

Assurance of Learning (AOL) Goal:

The Assurance of Learning Goal for this Course is Decision Making. This will be evaluated through

1. Applying knowledge of Blockchain to make a strategic choice of use and benefit of Blockchain in a business scenario
2. Identifying the challenges involved in implementing Blockchain in a business environment and providing suggestions to overcome them.

Course Topics:

Session No.	Topic	Text Book Chapters
1.	History and evolution of Blockchain How Blockchain in different from other enterprise applications like ERP	BFD– Chapter 1
2.	Blockchain Technology Fundamentals	BFD – Chapter 2
3.	Blockchain Technology Fundamentals 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 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	

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

IV.4 BUSINESS AND DATA COMMUNICATIONS NETWORKS

[3 Credits]

Objectives:

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

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

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

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

Topics:

- 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)

IV.5 BUSINESS MODELING THROUGH SYSTEM DYNAMICS

[3 Credits]

Objectives:

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

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

Topics:

- 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.

IV.6 CYBER LAW

[3 Credits]

Objectives:

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

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

Topics:

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

8. Evidence Law vis-a-vis IT Law

- Status of Electronic Record as Evidence; Proof and Management of Electronic Records; Relevancy, Admissibility and Probative Value of e-Evidence; Proving of Digital Signature; Proving of Electronic Message

9. European Convention on Cyber Crime

10. Role of Interpol in Cyber Crime

IV.7 DATA STRUCTURES

[3 Credits]

Objectives:

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

Topics:

- 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.

IV.8 DBMS WITH ORACLE

[3 Credits]

Objectives:

- To familiarise the students with major DBMS concepts
- To emphasise effective ways of building a model of the real world and optimising it through normalisation algorithms
- To acquaint the students with major features of ORACLE as a DBMS software
- To create an understanding of the user-views of the real world and how such views are organised through ORACLE

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

Topics:

1. Database Design

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

2. Database Manipulation

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

IV.9 DECISION SUPPORT SYSTEMS

[3 Credits]

Objectives:

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

Topics:

1. Managerial Decision Making and Information Systems.
 - Requirement for Decision Support for Decision Making and other Executive Work
 - Human Decision Making Heuristics and Bounded Rationality
 - Types of Decision Support Systems
2. Decision Support Systems
 - Introduction and Overview
 - From Human Decision making to DSS
 - DSS Architecture
 - Decision Modeling and Analysis
 - Decision Support Developments
 - Executive Information Systems
 - Data Warehousing, Access, Analysis, Mining and Visualisation
3. Group Decision Support Systems
 - Goals of Group Decision Support Systems
 - Group versus Individual Activities
 - Types of Group DSS
 - Negotiation Support Systems
4. Intelligent Decision Support Systems
 - Knowledge-based Decision Support Systems
 - Knowledge Acquisition and Validation
 - Knowledge Representation
 - Inference Techniques
5. Decision Making Under Uncertainty
 - Introduction and Overview
 - Understanding Risk in Making Decisions
 - Managerial Risk Taking and Organisational Decision Making
 - Modeling Uncertainty

6. Advanced Techniques

- Neural Network Fundamentals
- Neural Network Architecture
- Simple Neural Network Applications
- Genetic Algorithm
- Fuzzy Logic
- Fuzzy Sets in Decision Making
- Intelligent Software Agents and Creativity
- System Integration and Future of DSS.

IV.10 DIGITAL PRODUCT MANAGEMENT: CONCEPT TO COMMERCIALIZATION

[3 Credits]

Course Objective:

With the advent of digital economy fuelled 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 conceptualisation, 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	Module	Topics
1	Digital product management framework	<ul style="list-style-type: none">• Concept of a digital product and its difference with software and physical products• Product ownership vs. product management
2	Digital product management framework	<ul style="list-style-type: none">• Principles of systems thinking and its application in digital product creation• Systems thinking processes and framework• Peter Checkland's SSM Methodology
3	Digital product management framework	<ul style="list-style-type: none">• Visualizing Digital Product Creation• Translating a digital business idea to a digital product• Identifying a Potentially Viable Digital Product Gap• Proof of concept, Prototype and Minimum Viable Product (MVP)
4	Digital product management framework	<ul style="list-style-type: none">• Applying Customer Journey Maps• Principles of user experience (UX) and user interface (UI)• Krugs Law• Jacob Nielson's 10 principles of user interface (UI) design

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

Session	Module	Topics
14	Learning tools and technology	<ul style="list-style-type: none"> • Use DevOps for continuous product improvement and deployment • Get basic exposure of MS Azure or AWS DevOps for product release
15	Learning tools and technology	<ul style="list-style-type: none"> • Deconstructing the Digital Product • Development and Application Journey through Digital Product Cloning
16	Learning tools and technology	<ul style="list-style-type: none"> • Development and Application Journey through Digital Product Cloning
17	Financial considerations for digital products	<ul style="list-style-type: none"> • Investment Planning & Development Cost Budgeting • Estimating the RoI of Digital Products
18	Financial considerations for digital products	<ul style="list-style-type: none"> • Digital Product Funding Lifecycle & Funding Series • Pricing & Valuation of Digital Products
19	Learning from Practising Product Managers	<ul style="list-style-type: none"> • MVP pitch presentation and evaluation in presence of industry and faculty panel
20	Learning from Practising Product Managers	<ul style="list-style-type: none"> • MVP pitch presentation and evaluation in presence of industry and faculty panel

IV.11 ENTERPRISE RESOURCE PLANNING

[3 Credits]

Course Objective:

This Course is intended for

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

Session	Topics
1.	ERP Then and Now – A Manager’s Perspective - I
	What defines an ERP – concept of “integration”, “parameterisation” and standardization
	Difference between “configuration” and “customisation”
	Transformational impact of ERP on business and IT industry
	Benefits of ERP
	Critical Success Factors of an ERP
2.	ERP Then and Now – A Manager’s Perspective – 2
	ERP and Organisational Change
	ERP Selection
	The Disruptive Forces
	Future of ERP
3.	SAP Fundamentals
	Understanding SAP terminology
	Modules of SAP
	SAP products
	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

IV.12 I S STRATEGY

[3 Credits]

Objectives:

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

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

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

Topics:

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

IV.13 INFORMATION SECURITY AND RISK MANAGEMENT

[3 Credits]

Objectives:

The proposed course gives an overview of the Information Security Problem, the current cyber-threat landscape and major attack vectors, management and internal process controls that need to be in place for ensuring a cyber-resilient enterprise, and an overview of GRC requirements. It equips managers with the awareness knowledge of international best practice in the area of risk management, mitigation and prevention of the impacts of an Information and Cyber Security breach in today's digital enterprise.

Topics:

Why is knowledge of Cybersecurity important for today's managers?

In recent years the increase in impact and sophistication of Cybercrime has meant that Cybersecurity is no longer purely a technical or IT issue. It has become the lynchpin for safeguarding an organisation's most precious assets—intellectual property, customer information, financial data, employee records, and much more. As such it is now not only an integral part of Business Continuity Planning (BCP) requiring specific disclosures to potential investors and shareholders, but also has significant Governance Risk management and Compliance (GRC) requirements associated with it.

Recent Cybercrime and impacts (2013 – 2016)

□ **Target Corporation** is the second-largest discount retailer in the United States, behind Walmart, and is a component of the S&P 500 Index.

In December 2013, a **data breach** of Target's systems affected up to 110 million customers. Compromised customer information included names, phone numbers, email and mailing addresses. Customer's encrypted debit card PIN information was breached. In March 2015, Target reached a class-action settlement with affected consumers for \$10 million (plus legal fees). In May 2016, Target settled with affected banks and credit unions for \$39 million (plus legal fees). Target had to reduce its annual revenue forecasts, lay-off significant numbers of employees and commit \$100 million to upgrading its card payment and IT network/security infrastructure. The above does not include damage to company reputation, loss in customer confidence and resultant customer churn.

□ **US Office of Personnel Management (OPM Ministry of HR)** deals with US Federal government job recruitments, performing of background security checks, address training and development needs, and manage pension and health insurance for government employees.

In 2015 the personnel records of 22 million current and former government employees were stolen. The hackers used a contractor's stolen login credentials to plant a malware in the Ministry's IT network. The malware went undetected for 343 days during which it sent the confidential personnel records outside the organisation. The attack had all the hallmarks of a data mining operation – seeking data on individuals for intelligence purposes as opposed to data to be exploited for cash. The stolen personnel records include those for workers with classified employees holding sensitive jobs in law enforcement and intelligence, and also included their fingerprints.

□ **IBM is a multinational IT giant** and is involved with providing IT services to large enterprise and government customers on a global scale.

In August 2016 IBM was providing on-line census data collection services for the entire country to the Australian Bureau of Statistics. A 40-hour outage caused havoc for millions of Australians trying

to fill out their census forms online, and according to Senate estimates, could cost Australians up to \$30 million to set right

IBM has identified the reason for the outage as being a Denial-of-Service attack where its main computer systems engaged for the on-line census suffered a huge flood of traffic causing it to have a performance breakdown. IBM says the majority of traffic which caused the Census website to crash on August 9, came from outside of Australia.

IBM has offered to pay any extra costs “incurred on the night of August 9”.

□ **Closer to home**

- In October 2016 customers of SBI, HDFC Bank, ICICI, Yes Bank, and Axis were among those impacted by ATM card data breach causing several Indian banks to issue a customer advisory asking them to change their security code (ATM pin) or better replace the card. As many as 3.2 million Indian debit cards could have been impacted by the data breach. It's not as yet clear who is behind this, but there have been reports that some customers have observed activity in their cards from China.

- Again in October 2016 some 750 employees of a Mumbai based call centre were identified as part of a fraudulent scheme to pose on the phone as US Tax department officials and con US citizens into paying bogus tax penalties. They apparently stole credentials and knowledge-based authentication information from the tax records of 330,000 US taxpayers and used this information to collect bogus refunds via international gift cards or iTunes. The fraudulent tax refund collections amounted to tens of millions of dollars plus the black market value of personally identifiable information of hundreds of thousands of US taxpayers.

- In February 2016 hackers got into Bangladesh Central Bank's systems, grabbed credentials, and then made dozens of requests from the Federal Reserve Bank of New York to move money from Bangladesh to accounts in the Philippines and Sri Lanka. In this way US\$ 81 million were moved until the transactions were finally stopped because the hackers made a mistake by spelling “foundation” as “fandation,” in the destination account name which caused Deutsche Bank (a routing bank for the transfer) to question the Bangladesh Bank.

The above cases show that a substantial amount of enterprise risk today stems from cybercrime and needs to be managed with care. These risks are faced irrespective of geography or industry segment or government. The impact of such risks are no longer in the IT or CIO domain only, but needs to be well understood by all senior management in the context of organisational objectives, investments and increasing government compliance requirements.

IV.14 INTELLECTUAL PROPERTY RIGHTS

[3 Credits]

Objective:

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

Topics:

1. Introduction to Intellectual Property Rights
 - Concepts of IPR
 - The economics behind development of IPR: Company perspective
 - International protection of IPR

2. Trademark Law and Geographical Indication
 - Concept of trademarks
 - Importance of brands and the generation of “goodwill”
 - Trademark: A marketing tool
 - Trademark registration procedure
 - Infringement of trademarks and Remedies available
 - Assignment and Licensing of Trademarks
 - Trademarks and domain names
 - Concept of Geographical Indication

3. Patent Law
 - Introduction to Patents
 - Procedure for obtaining a Patent
 - Licensing and Assignment of Patents
 - Software Licensing
 - General public Licensing
 - Compulsory Licensing
 - Infringement of Patents

4. Copyrights
 - Concept of Copyright Right

- Assignment of Copyrights
- Registration procedure of Copyrights
- Infringement (piracy) of Copyrights and Remedies

5. Designs

- Concept of Industrial Designs
- Registration of Designs
- Piracy of registered designs and remedies

6. IP Management

- Concept of IP Management
- Intellectual Property and Marketing
- IP asset valuation

IV.15 DIGITAL TRANSFORMATION STRATEGY

[3 Credits]

Course Objective:

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 strategies.

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. Leveraging web analytics for attracting customers and boosting revenue.
6. Leveraging the social media to gain visibility.
7. Mobile Machines and the “Internet of Things”
8. Big Data Analytics and IoT
9. AI and Machine learning
10. Digital Transformation

Course Contents

Session	Topics	Learning Goals/Dimensions of Learning Goals
1	Introduction to SMAC stack, background and current status Case: Orange Mart	Communication: Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose
2 & 3	Leading Digital and Digital Mastery Infrastructure Case: Lemons & Melons Inc.	
4	<i>Social Strategies/Social economy that work</i>	
5	Assignment-1: Case discussion & Assignment presentation in group	

6 & 7	Mobile <ol style="list-style-type: none"> 1. Mobile Payments a Framework for Success 2. Case: Starbucks Canada: The Mobile Payments Decision 3. Smoothpay: Growing a Mobile Payment User Base 4. Paytm: Targeting more Pockets for Mobile Wallet 5. RBC: Mobile Wallet 	Continual Process: Cases can be changed/added when the course will be offered
8 & 9	Cloud Strategies <ol style="list-style-type: none"> 1. Cloud Computing Primer for 2018 2. Preparing for the Future: Understanding the Seven Capabilities of Cloud Computing 3. Case: Blazeclan Technologies: Cloud Computing Adoption in India 4. Case: The HP Helion Proposal 5. Case: Fintech: Choosing a Cloud Services Provider 6. Case: VMware and the Public Cloud A&B 	
10, 11, & 12	Business Analytics/ Big Data Analytics	Visiting faculty from Industry will conduct 10 sessions
13 & 14	<i>Midterm project:</i> Multiplier effect of SMAC	
15 & 16	AI & Machine Learning applications in business	
17 & 18	IoT models and applications	
19 & 20	Digital Transformation	

IV.16 MACHINE LEARNING FOR BUSINESS ANALYTICS

[3 Credits]

Objectives:

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.

Upon successful completion of the course, a student should

- Identify the use of business intelligence and data mining in different business applications.
- Explain and apply predictive and descriptive analytics to analyse real life business problems.
- Apply knowledge in building analytical applications.
- To understand the role of big data in business decision making.

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] Chapter 1-2 [1]
8.	Introduction to Statistical Modelling, Machine Learning	
9-13	Supervised Learning using R	Chapter 3 [2]

	<ul style="list-style-type: none"> • K-NN • Decision Tree • Neural Network • Naïve Bayes 	Case: Bank customer attrition analysis 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] Case: Bigbasket
19-20	Advanced Data Mining: Text Analytics	Chapter 9[4]

IV.17 MANAGING BUSINESS PROCESS OUTSOURCING

[3 Credits]

Objectives:

- Understand organizational processes to identify strategic and financial implications/opportunities of outsourcing and offshoring
- Develop outsourcing and offshoring targets/objectives and outsourcing strategy
- Develop and manage the selection of the vendor and the business model for an outsourcing relationship
- Understand the legal issues: contracts, taxes, IP, privacy and compliance
- Understand the significance of inter-organizational relationship management and performance monitoring during transition and steady state

Topics:

- Introduction to the Course
- Global Outsourcing/ Offshoring Landscape
- Business Strategy of Outsourcing
- Making the Decision to Outsource
- Identifying Target Processes
- Country Selection
- Vendor Selection
- Exploring Strategic, Financial, and Operational Impacts/Risks from Outsourcing/ Offshoring
- Relationship Management
- Outsourcing Contracts and Other Legal Issues
- Performance Management (metrics, service level agreements)
- Capabilities Building at Offshore Vendors
- Managing People Through Transitions and Steady States
- Managing Cultural Issues in Offshoring
- Managing Outsourcing at the Public Sector
- Vendor Perspective on Managing Outsourcing Relationships
- Multivendor Management
- Outsourcing/Offshoring Politics
- Innovation Management
- Future Markets of Outsourcing: Identifying the Major Vendors, Recent Trends in Outsourcing Agreements, Discussing Current Issues and Possible Future Developments

IV.18 OBJECT-ORIENTED PROGRAMMING

[3 Credits]

Objectives:

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

Topics:

- 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

IV.19 SOFTWARE PROJECT MANAGEMENT

[3 Credits]

Objective:

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.

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

V MARKETING

V.1 PRINCIPLES OF MARKETING

[3 Credits]

Objective:

Over the years there has been a shift in the way firms have realigned their businesses from merely providing products/services to creating value by satisfying the current/latent need of the customer who is carefully chosen and targeted. In an era of brand clutter, shifting consumer preferences, integration of world markets, sharp changes in psychographic and demographic profile of customers, Marketing have emerged as the single most important function in business. Marketing has evolved as an applied discipline and has drawn from economics, psychology, sociology and anthropology and hence enabled businesses to develop a multi-disciplinary approach towards identifying and understanding the core of their businesses, i.e. the Customer. Effective marketing strategy of a company involves grappling with questions such as the following:

1. What are our customer's needs?
2. What special competence/skills do we possess to meet those needs?
3. Who does compete with us in meeting up those customer needs?
4. Who would be our collaborators?
5. How does context impact on what we seek to do?

Emphasis is on the term "grappling with" because there are no clear-cut approaches to answering these questions. There are a variety of analytical approaches, tools and techniques that we can use in thinking about strategic issues (that is, problems of such importance and urgency that they have organization-wide ramifications and can significantly undermine performance and viability). We will study these analytical approaches, apply them to cases, and make our own generalizations as to their general applicability and value. Marketing is a basic and integral course in a B school and it is designed and delivered in the simulated environment of a class room in order to fulfill the following specific objectives:

- 1. To familiarize students with theories, concepts, contexts and practical application of Marketing in real life business environment**
- 2. To develop an understanding of Marketing as central and strategic function in a firm's business strategy**

Session wise plan

1. Introduction: The Marketing Paradigm; Core Concepts—Needs, Wants, Demand, Product, Market, Exchange, Transactions.

Readings: Chapter 1 of text book; What the Hell is Market Oriented?; Marketing Myopia by Theodore Levit

2. Defining Markets: Customer Value Proposition; The Marketing Decision Variables; Customer Value Mapping; Competition Identification

Readings: Chapter 1 of Text Book

Case: L'Oreal's Plenitude: Taking Class to Mass: Discussion Questions

- i. How has the strategy of L’Oreal been different for France and the USA? Which elements have remained the same and which were different?
- ii. Who is L’Oreal’s competitor?
- iii. What is the compulsion for L’Oreal to have the “Star Product” system? What are the consequences?
- iv. What next for L’Oreal’s Class to Mass Strategy?

3. Marketing Planning and Performance Analysis: Elements of a Marketing Plan;The Plan Document; Sources of Data

Readings: Chapter 2 of Text Book; Marketing Performance Assessment.

Case: Gillette Personal Care: Marketing Planning and Control: Discussion Questions

- i. Why has Right Guard failed while White Rain succeeded?
- ii. Based on the above discussion, could you develop some measures of success?

4. Marketing Environment Analysis-1: Elements of the Marketing Environment; Porter’s five forces; Value Chain Analysis; BCG and GE Models

Readings: Note on Marketing Strategy

5. Marketing Environment Analysis-2: Case: East Central Ohio Freight: Discussion Questions

- i. What is the competitive Structure of the TL and LTL Markets?
- ii. What factors impact the primary demand?
- iii. Provide an analysis of the strategic decision using the GE Model
- iv. Conduct an analysis of the industry using Porter’s Five forces model
- v. Provide an analysis of the strategic decision using Ansoff’s Matrix.

6. Competition Analysis: Identification and Managing Competition; Industry Structure; Marketing Entry and Exit Barriers

Readings: Mapping your Competitive Positions

Case: Ice-Fili; Discussion Questions

- i. How structurally attractive is the Russian Ice Cream market? How is it likely to evolve?
- ii. What are the potential sources of competitive advantage in the Russian ice cream market?
 1. What determines Willingness to Pay?
 2. What determines relative cost position?
- iii. How well positioned is Ice-Fili relative to key competitor?
- iv. What strategic options does Ice-Fili have? What strategy would you recommend? Be specific in your answer

7. Marketing Information Systems: Elements of MIS; Marketing Research--Quantitative Research; Qualitative Research

Reading: Chapter 5 of Text Book

Case: Shodh: Market Research for Economy Housing: Discussion Questions

- i. Comment on Vaseem's understanding of the client's problem, market research problems and information needs.
- ii. Comment on the appropriateness of the research design.
- iii. How should Shodh estimate demand for economy housing in Bangalore?
- iv. Comment on the research proposal.

8. Market Research: Understanding and Interpreting Market Research Data

Reading: Chapter 5 of Text Book

Case: TruEarth Healthy Foods: Market Research for New Product Introduction; Discussion Questions

- i. Using the forecast model in Exhibit 5, what is your forecast for demand for pizza? (Use Table B and Exhibit 7)
- ii. Would you do a sensitivity analysis? Justify using data in exhibit 7
- iii. Comment on the insights from exhibit 6.
- iv. Comment on the pizza and pasta concept test results (Exhibits 7&8 and 3&4)
- v. Interpret Exhibits 9 and 10.
- vi. Based on the above would you launch the pizza?

9. Sales Forecasting: Levels of Sales Forecast; Difference between Judgmental and Numerical Forecasting; Use of Regression and Time Series Analysis

Reading: Chapter 4 of Text Book; Six Effective Rules of Forecasting

Case: Wilkins—A Zern Company: Demand Forecasting: Discussion Questions

- i. Using the data given for Unemployment, Bank rate and Housing Starts, conduct a regression for PVB and Fire Valves sales. Comment on your results.
- ii. Is the current forecasting method for PVB sales good?
- iii. Can you, using the data for PVB sales create a better sales forecast?

10. Consumer Behavior: Model of Consumer Behavior; Process of Consumer Behavior; Process of Consumer Behavior in B2B setting

Reading: Chapter 6 of Text Book

11. Consumer Behavior: Himalaya Face Wash: Brand Associations and Lifestyle.

12. Segmentation and Targeting: Purpose and Methods of Market Segmentation; The needs method of Market Segmentation

Reading: Chapter 9 of Textbook; Market Segmentation Targeting and Positioning

13. Segmentation and Targeting: Case: Ontella PicDeck A ; Discussion Questions:
- i. What does it mean to be a “Valuable Customer” in the context of Ontella?
 - ii. What is the purpose of “persona” in segmentation?
 - iii. What criteria would you use to decide which segment to target?

14. Segmentation and Targeting: Case Ontella PicDeck B: Discussion Questions
- i. Which preference/attitudinal variables in Exhibit 1 are most useful for segmentation? Which are least useful?
 - ii. To what extent does demographic and media usage data line up with our earlier analysis
 - iii. Based on our analysis so far, what are the benefits and drawbacks of doing persona development before quantitative (Cluster) analysis versus vice versa?
 - iv. Which clusters would you choose based only on the demographic data?

15. Positioning: The classical positioning paradigm; The advantages and disadvantages of positioning ; Brief overview of Factor Analysis

Reading: Chapter 10 of Textbook; Analyzing Customer Preferences

16. Positioning: Case: Crescent Pure; Discussion Questions
- i. Given that Crescent is PDB’s first entry in the US sports and/or energy beverage markets, what must PCB do in regard to Crescent’s pending launch?
 - ii. What factors influence the positioning of Crescent?
 - iii. Given the segments; what segments should Crescent be targeted?
 - iv. What are the pros and cons of positioning Crescent as an energy drink; a sports drink; or a healthy organic beverage?

17. Positioning—the New Paradigm: Problem with classical positioning concept; New Paradigm-Breakaway Positioning, Reverse Positioning, Stealth Positioning

Case: The Birth of Swatch: Discussion Questions

- i. What was the structure of the Watch Market prior to 1950s.? What were the category associations and category habits?
- ii. How did Timex disrupt the market?
- iii. How did Swatch Disrupt the Market?
- iv. What is the difference between Swatch’s and Timex’s disruptions?
- v. Could you think of at least 2 examples each emulating Swatch and Timex?

18. Marketing Strategy—1 : The Challenge of Growth

Case: Elieen Fisher: Repositioning the Brand: Discussion Questions

- i. Continuing with the model we discussed in Birth of Swatch, what is the Brand Association and Brand Habits of Elieen Fisher? What are the characteristics of the customer for this product?
- ii. How have the internal resources (7 Ps) of Elieen Fisher directed towards this brand identity?
- iii. What is the health of the brand now? How do you know?

- iv. Should Elieen Fisher reposition to target the emerging and/or the nascent segments? What are the pros and cons?
- v. If it does decide to increase the base, how should it go about doing so?

19. Marketing Strategy--2: The challenge of fast evolving markets

Case: Reversing the AMD fusion Launch: Discussion Questions

- i. Should AMD follow a “Brazos First” strategy or wait upto 9 months when Llano processors will be available to debut Fusion Technology?
- ii. What kind of marketing effort should accompany the launch of the Fusion processors? Does your answer depend on whether AMD launches Brazos first or waits for Llano?
- iii. What is the Value Proposition of the Fusion technology for the PC channel?
- iv. What was your assessment of the shift in branding by AMD to VISION? Does it map onto consumer’s buying patterns for computers?
- v. Do you believe Fusion Technology will allow AMD to improve its competitive standing relative to Intel? What kind of market share figures in its complete line of APUs are you talking about?

20. Services Marketing; CRM Basics and Conclusion: The 7 Ps of Services Marketing; The Gaps Model; Customer Retention; Acquisition and Lifetime value

Readings: Chapter 14 of Text Book; The Services Imperative; Sustaining Value

V.2 MARKETING PLANNING AND IMPLEMENTATION

[3 Credits]

Objective:

At the end of the course it is expected that you will be

- Able to integrate the concepts learned in Marketing-I
- Familiar with the techniques and tools to create differentiation in the offerings of a firm and managing a product along its lifecycle, branding, packaging and positioning
- Comfortable in designing pricing, distribution and promotional strategies
- Exposed to the dynamic world of marketing including the emergence of internet and new technologies
- Understand the business reality through real life case studies and to have a better comprehension of decision making in marketing
- Well equipped to design effective marketing programmes for different classes of products and services

Session: 1

Topic: Delivering Value to Customers

Session Objectives: Introduction to Product Planning and Policy, Product Mix Decisions

Required Reading: Chapter 4 & 11 of Capon and Siddharth (2014)

Chapter 7 of Kotler, Armstrong, Agnihotri and Haque (2013) The New Marketing Mindset

Session: 2

Topic: Product Line Management

Session Objectives: Complexity of managing lengthy product line and the role of Product manager

Required Reading: Chapter 12 of Capon and Siddharth, Chapter 8 of Kotler et al. (2013)

The Logic of Product-Line Extensions, *Case: iPhone in India*

Session: 3

Topic: Managing Products and Services along the Product Life Cycle and New Product Management

Session Objectives: The decision making processes in the different stage of Life cycle and product

Positioning *Required Reading:* Chapter 10 of Capon and Siddharth (2014) Chapter 9 of Kotler et al.

(2013), Fitting Market Strategy to Varying Product Life Cycles *Case: Goodnight: Range of Armour*

Session: 4

Topic: Branding Strategies and Packaging Decisions

Session Objectives: Role of Brands in Decision making and Major Branding Approaches *Required*

Reading: Note on Perspectives on Brand Equity, Chapter 11 of Capon and Siddharth (2014)

Chapter 7 of Kotler et al. (2013)

Session: 5

Topic: Positioning the Fountain Head Decision Positioning Your Product

Session Objectives: Importance of Positioning and How Positioning Strategies are Executed

Required Reading: Note on Positioning: The Essence of Marketing Strategy Chapter 9 of Capon and Siddharth (2014) Chapter 10 of Kotler et al. (2013)

Session: 6

Topic: Pricing Objectives and Policies

Session Objectives: Role of Pricing in Firm's Profitability and Major Pricing Strategies

Required Reading: Chapter 19 of Capon and Siddharth (2014) Chapter 10 of Kotler et al. (2013)

Pricing, Profits and Customer Value, Frank V Cespedes, Benson Shapiro, HBS, Aug 2010

G. John and Dilip Soman, 2002, Pricing and the Psychology of Consumption, HBR, Sept 91-96,
Case Clean Edge Razor

Session:7

Topic: Pricing Strategies

Session Objectives: Right Pricing and Fighting Price wars

Required Reading: Chapter 20 of Capon and Siddharth (2014) ,Chapter 11 of Kotler et al. (2013)

Dolan Robert J, How do you know when the Price is Right, HBR, 1995, Sep- Oct, 174-83 Rao,

Akshay R and Mark Bergan, 2000, How to Fight a Price War, HBR, 78, March-April, 107-16

Session: 8

Topic: Execution of Pricing Strategies

Session Objectives: Dynamics of Pricing Strategies and Aspects of Price-war

Required Reading: Chapter 20 of Capon and Siddharth (2014), Chapter 11 of Kotler et al. (2013),

Pricing to Create Shared Value, HBR, June 2012, Case Reliance Geo-4G Services Launch

Session: 9

Topic: Marketing Channel Systems

Session Objectives: Role of marketing Channels, Understand Place decisions w.r.t consumer behavior, *Required Reading:* Chapter 12 of Kotler et al. (2013); Chapter 18 of Capon & Singh

(2014) Note on "Channel Management"

Session: 10

Topic: Developing the Marketing Channel

Session Objectives: Understand the Role of different channel members, Channel strategy Decisions, Managing Different Channels & their behaviors

Required Reading: Chapter 12 of Kotler et al. (2013), Chapter 18 of Capon & Singh (2014)

Note on "Designing Channel of Distribution"

Session: 11

Topic: Managing Retailing, Wholesaling and Logistics

Session Objectives: Decision areas in Retailing, Wholesaling and Logistics

Required Reading: Chapter 13 of Kotler et al. (2013), Note on "Old Pillar of Retailing"

Note "Welcome to the New World of Merchandising "Note on "Note on the Retailing Industry"

Session: 12

Topic: Channel Management and Decision

Session Objectives: Choosing Channel / a mix of channels

Required Reading: Case: Natureview Farm

Session: 13

Topic: Marketing Communication

Session Objectives: Understanding components of the marketing communication & their interaction

Required Reading: Chapter 14 of Kotler et al., (2013) Chapter 15 of Capon & Singh (2014) Note on "Integrated Marketing Communications"

Session: 14

Topic: Marketing Communication Framework

Session Objectives: Understanding the framework of marketing communication

Required Reading: Chapter 15 of Kotler et al., (2013), Chapter 16 of Capon & Singh (2014)

Note on “Planning for Integrated Marketing Communication”

Session: 15

Topic: Marketing Communication Framework & Personal Selling

Session Objectives: Understanding the framework of marketing communication

Understanding the marketing communication in B2B

Required Reading: Chapter 16 of Kotler et al., (2013), Chapter 17 of Capon & Singh (2014)

Note on “Match your Sales Force Structure to Your Business Life Cycle”

Session: 16

Topic: Digital Marketing & Social Media Communication

Session Objectives: Exploring the emerging technology and how to harness its power.

Required Reading: Chapter 17 of Kotler et al., (2013), Note on “Social Media”

Note on “The future of Shopping”

Session: 17

Topic: Integrated Marketing Communication Implementation

Session Objectives: Evaluation of Communication Process

Required Reading: Case: Marketing the Nissan Micra and Tata Nano Using Social Media

Session: 18

Topic: Service Marketing

Session Objectives: Nature of Services, Building relationships with customers

Required Reading: Chapter 8 of Kotler et al. (2013), Chapter 13 of Capon & Singh (2014)

Note on “Managing the Total Customer Experience” Note on “Technical Note-Customer Experience System”

Session 19:

Topic: International Marketing

Session Objectives: Understanding the challenges of Global Marketing

Required Reading: Chapter 23 of Capon & Singh (2014), Chapter 19 of Kotler et al. (2013)

Engineering Reverse Innovations-Vijay Govindraj, Tuck School of Business, Dartmouth, Note on “How Emerging Giants Can take on the World”

Session 20:

Topic: Marketing in Emerging Countries with Specific Focus on India

Session Objectives: Importance of Emerging Markets for the Large MNCs and Uniqueness of

Marketing in India *Required Reading:* Note on Unlocking the Wealth in Rural India Chapter 24 of Capon & Singh (2014), Growth and Challenges of Rural Markets in India

V.3 ADVERTISING AND SALES PROMOTION

[3 Credits]

AIM:

The course aims to prepare students to apply the techniques of advertising, sales promotions and other techniques of marketing communications to launch, build and grow branded products. It will be useful for taking forward the concept of brand management, to make a success of both manufactured goods and services.

LEARNING OUTCOMES:

At the end of the course, students should be able to:

- Comprehend the different roles of the various techniques of marketing communications in the context of brand marketing strategy
- Understand how marketing communications are likely to influence consumer buying behaviour
- Appreciate the strengths and weaknesses of various media channels
- Perceive the role of research in marketing communications and how it can reduce the probability of wastage of resources while optimizing the benefits of the campaign
- Prepare a communications strategy plan comprising the objectives of the campaign, positioning the brand, selection of communication techniques and media channels and preparing a “creative brief”.

The course focuses on the strategic aspects of marketing communications, and will not deal in detail with creative aspects (such as development of copy, visuals or storyboards).

SESSION PLAN:

Sessions 1 & 2: Textbook chapters 1, 2, 4, 5

Topic: **Introduction to IMC; Communications Mix Components & Processes; Consumer Response models**

Sessions 3, 4 & 5: Textbook chapters 1, 2, 6

Topic: **Strategy Planning for Marketing Communications: USP; Brand Image & Personality; Positioning**

Session 6: Textbook chapters 8, 9

Topic: **Overview of Creative & Creative Strategy**

Session 7, 8 and 9: Textbook chapters 10, 11, 12

Topic: **Media Channels for Advertising: Characteristics and Planning**

Session 10: Textbook chapter 18

Topic: **Communications Research and Campaign Evaluation**

Session 11: Textbook chapter 16

Topic: **Sales Promotions**

Session 12: Textbook chapter 13, 16

Topic: **Experiential Marketing & Communications**

Session 13: Textbook chapters 13, 14

Topic: **Personal Communications: Relationship Marketing & Direct Marketing**

Session 14: Textbook chapters 13, 14

Topic: **Marketing Public Relations; B2B Marketing Communications**

Session 15: Textbook chapter 13

Topic: **Brand identity, Packaging & Retail Media**

Sessions 16 & 17:

Topic: **Digital, Social & Interactive Media**

Session 18

Course wrap-up with discussions on short cases

Sessions 19 & 20:

Project Presentations

Text Book “Advertising & Promotion: An Integrated Marketing Communications Perspective” by George Belch, Michael Belch & Keyoor Purani (McGraw Hill)

V.4 BUSINESS-TO-BUSINESS MARKETING

[3 Credits]

Objectives:

The primary objectives of this elective course are:

- a. To share perspectives in the area of B2B Marketing.
- b. To strengthen the knowledge and conceptual base in the area of B2B Marketing.
- c. To prepare for a career in the field of B2B Marketing.

SESSIONS TOPICS

I B2B MARKETING: AN OVERVIEW

1 *Reading Text* (Chapter-1) **The Nature and Scope of Business Marketing Management**

Case (i) The Invisible hand of Business Marketing (Text: Case-14, pg-545)

(ii) What they do not teach MBAs-Pg.14-Box1.2

II UNDERSTANDING THE CUSTOMER AND THE ENVIRONMENT

2&3 Reading Organizational Buying Behaviour and organizational Markets

Text (Chapters – 2 & 3) *Cases* 1. Organizational Buying Situations: Chapter-2, 3 Cases pgs.-.28-30)

- a. Divya Personal Care Ltd. (DPCL) b. Vahan Motors Ltd.(VML)
- c. Vidya Business School (VBS)

4. Ethics in Business Marketing (Text: Case-9, pg.-517)

4 *Reading* Assessing Market Demand and Potential for Start Ups Text (Chapter-5)

Case 1. HV Industries (Text: Case-12, pg.-531)

III ORGANIZING THE MARKETING FUNCTION

5&6 Marketing Strategy and Segmentation for B2B Markets

Reading Text (Chapter – 4 and 7) *Cases* 1. CJA (Case- 6, pg.-508)2. Solex (Case-2, pg.-599)

3. Indus Business Corporation Ltd.(IBCL): The Product Line Decision (Text: Case-13, pg.-539)

7&8 Management of New Industrial Products

Reading Text (Chapter-8) Management of New Products and Innovations for Business Markets

Case The Ready Mix Concrete Business in India: Mirage or Unexplored Mine of Gold

[Presentation by Groups] (Text: Case- 22, pg.-579)

9 Pricing Strategy for B2B Markets

Reading Text (Chapter -10), *Case* Ganpati Alloy Steel Company GASCO (Text: Case-11, pg.-522)

10 Channel Partnership

Reading Text (Chapter-11) Case Aditya Tubes Limited (ATL) (Text: Case- 1, pg.-488)

11 Communication for B2B Markets

Reading Text (Chapter-12) Managing Marketing Communication for B2B Markets – Ch. 7 of

B2B Brand Book- *Sharad Sarin* Cases 1. Ganga Oil Engines Limited (GOEL) (Case-10, pg.-521)

2. L &T Standard Product Group (Text: Case-13, pg.-565)

12 Customer Care for B2B Marketing

Reading Text (Chapter-14) Cases 1. Alaknanda Business Corporation Ltd. (ABCL) (Case-3, pg.- 497) 2. Amma (Case -2, pg.- 496)

13 Customer Value Management: From Product to Solutions

Reading Text (Chapter – 14) Cases 1. Clean Conveyors Limited (CCL) (Text: Case -7, pg.- 511)
2. Vikramaditya – The Value Learner (VRL) (Text: Case-28, pg.- 639)

14 Personal Selling and Sales Productivity

Reading Text (Chapter -13) Case Vichar Industries Limited (Text: Case-27, pg.- 638)

15 Marketing of Projects

Reading Text (Chapter- 17) Case Shivalik Industries Limited (SIL) (Text: Case-23, pg.-595)

16&17 Comprehensive Case on Marketing Strategy

Reading Note on MECE (will be distributed in the class) Case 1. Solid Plastics India Limited (SPIL) (Text: Case-25, pg.- 600) (In class presentation by Groups)

18 Customer Relationship Management

Reading Text: (Chapter – 14)

Case Vishwakarma Refractories Ltd. (VRL) (Text: Case 29, pg.- 643)

19 &20 Group Presentations on Projects and Summing up

V.5 COMPETITION AND GLOBALISATION

[3 Credits]

Objectives:

The primary objectives of this course are to

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.

MODULE 1

MODULE 1

UNDERSTANDING GLOBALISATION AND COMPETITIVENESS- CONCEPTUAL

Readings –

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

BUSINESS CONTEXT IN EMERGING MARKETS

Readings

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

MODULE 2

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

EMERGING MARKET GIANTS

Reading - CHINA AND INDIA

- Emerging giants
- Diaspora's causes and effects

Cases

- Asian Paints
- ICICI Bank
- Bharati Airtel in Africa

- 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

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

- Air BNB
- Coursera
- Driverless Cars
- Radio Taxi in India

V.6 CONSUMER BEHAVIOUR

[3 Credits]

Objectives:

Participants after attending this course should be able to

- a) understand the nuances of consumer behaviour and its importance to formulating marketing strategy
- b) understand the various steps in the consumer purchase decision process
- c) able to understand the various influences that impact consumers when making such decisions
- d) understand the process of innovation and the manner in which it is disseminated through society
- e) have a basic understanding and the implications of consumer ethics

Topics:

1 Introduction to CB, Perspectives on Consumer Research, Motivation Research, Chapters 1 & 15

2 & 3 Behavioural and cultural aspects of segmentation, Planning for change, communication problems, Chapter 2 & 12

4 Consumer Decision Processes, decision making stages, Variables that shape decision making, Special categories of buying behavior, Chapter 3 & 13

5 Need recognition, Search dimensions, Pre-purchase alternative evaluation, Purchase, Chapter 4

6 Consumption, Post-consumption evaluation, Divestment Chapter 3 N

7 & 8 Individual differences- Consumer resources, Knowledge, Attitude, Chapter 6 A

9 & 10 Self-concept, Personality, values, lifestyle Chapter 3

11 & 12 Psychological processes, Processing of information, Learning, Chapters 5

13 & 14 Environmental Influences- Culture, Social Class Chapters 11, T

15 & 16 Personal Influence, Reference groups, WOM, Family, situations, Chapter 9 & 10

17 & 18 Diffusion of Innovation - Types, diffusion variables, speed of diffusion, ethical perspectives Chapter 9, 13 & 14

19 & 20 Project presentations

Text - Consumer Behaviour Schiffman, Wisenblit and Kumar - 11th edition

V.7 INTERNATIONAL MARKETING

[3 Credits]

Objectives:

- The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.
- They would be far more equipped to design and participate in designing an international marketing strategy.
- The spin-off benefits to the participants should be to develop in them a right attitude, inject enthusiasm and hone their interactive ability as they address the issues and challenges of operating in the international markets.

Topics:

1. Introduction to International Marketing
 - International Marketing Environment
 - Preparing for International Marketing Strategies
2. International Marketing Mix
 - International Research and Segmentation
 - Developing Global Products and Pricing
 - International Promotion and Advertising
 - International Distribution Systems
3. The Indian Export Scenario
 - The Export Import Scene in India
 - Import-Export Policy
 - Export Documentation
 - Export Procedure
 - International Technology Transfer and Counter Trade
 - The Trade Mark Regime
4. International Marketing Planning
 - Managing Systems for International Marketing
 - Reflection and Evaluation of the Endeavours

V.8 INTERNET MARKETING

[3 Credits]

Objectives:

Is Digital Marketing an extension of marketing in traditional media to just another, albeit very important, channel – the Internet, and to just another, albeit all-pervasive, device – the computer or the mobile phone? The answer is Yes and No. The principles of marketing are relevant and apply to this medium as to any other: marketers need to base their digital marketing strategies on sound fundamentals of intelligent Segmentation, Targeting and Positioning of customers.

At the same time, there is a uniqueness to the medium that needs to be appreciated – the most important being “customerization”. The Internet is not a broadcast medium – it allows for in-depth profiling of the customer and precise targeting. It provides instant information to the customer, and elicits instant and individual responses from the customer. Interaction with the target is two-way, one-on-one and always-on. And all this happens at lightning speed. This makes the medium, the customer behavior and the brand-customer interaction so different from traditional marketing that it is necessary for marketers to study and understand this area.

The scope of this course is digital marketing – that is, what is commonly known as internet marketing as well as mobile marketing. There are two equally important objectives of the course: a) To gain an in-depth understanding of what constitutes digital marketing and learn the skills required to run a digital marketing program, and b) To understand the role of digital marketing in the larger context of marketing, business and industry and appreciate the strategic use of it as a measurable, actionable and effective marketing program. With these two objectives, students will acquire the skills and the perspectives to think strategically and achieve specific marketing goals using digital marketing, like customer acquisition, loyalty, brand building, market entry, customer insight, new product development and content generation.

By the end of this course, students will have had the opportunity to:

1. Learn the basics of digital marketing
2. Develop a comprehensive digital marketing strategy
3. Learn how to use new media such as mobile, search and social networking; learn the measurement techniques used in evaluating digital marketing efforts
4. Learn the importance of ongoing reading and following of industry publications given the dynamic and rapidly changing digital landscape
5. Understand and know the ethical and legislation impacting digital marketing

SESSION PLAN:

S.N	Theme	Readings, Book Chapters and Cases
1	Introduction to Internet/Digital Marketing	Reading 1 : The World Gone Digital – insights from McKinsey’s Global iConsumer research Reading 2 : McKinsey Quarterly: What marketers say about working online Reading 3 : Introducing E-MARKPLAN – A practical methodology to plan e-marketing activities Project will be assigned to the groups CR will send the excel file to the instructor with the subject line Section <A>/Group List

2	Understanding the Online Customer	Reading 1 : 6 Reasons to Start Using Buyer Personas Now Reading 2: BCG Study on 18-34 Digital Behavior Class Assignment
3	Content Marketing	Reading 1: The Gobbledygook Manifesto Case : Neev Trust: Cause Related Marketing Using Social Media Case Analysis : What would you do -Using Content Mapping Tool
4	The Website	.From the Net: Top 10 Mistakes in Web Design by Jakob Nielsen (2011) Reading 1: What makes websites credible Practice : AMA template for evaluating Websites Students will be asked to evaluate competing websites on the template.
5	Strategies for e-Business and e-Marketing	Case: Tesco A(pples) to Z(oom Lenses) – Extending the boundaries of multi-channel retailing at Tesco.com. Reading 1: The future of shopping – Darrell Rigby
6	Discussion of IMC Fundamentals of Social Media Marketing { various forms of Social Media Platforms} and Blogging.	Reading Taking A Global View On Brand Post Popularity: Six Social Media Brand Post Practices For Global Markets Case: Marketing Transformation Using Social Network On Digital Media: How BJP Used Whatsapp To Create A Successful WOM Campaign
7	Social Media Marketing in B2B	Reading 1 : Using Social Media in B2B context Case : Maersk Line: B2B Social Media - "It's Communication, Not Marketing"
8 & 9	Online Advertising Banner Ads YouTube Ads Ads on Social Media Platform	Case: Rocket Fuel: Measuring The Effectiveness Of Online Advertising Case: Online Marketing at Big Skinny
10		MID TERM
11	Search Engine Marketing	Case : Volkswagen India: Das Auto Digitally

12	Search Engine Optimization	Reading 1: Search Engine Optimization: Note For Marketing Managers From the Net: SEO Demystified
13	Google Analytics	Hands On practice
14	Mobile Marketing. Emerging Tools	Case : Bank Of America: Mobile Banking (Abridged) Reading : Planning and implementing effective mobile marketing programs Reading: Brand In The Hand: A Cross-Market Investigation Of Consumer Acceptance Of Mobile Marketing
15	Email Marketing	Reading 1 : Cutting through the marketing clutter Reading 2 : Don't Let Big Data Bury Your Brand
16	CRM and ORM – Living in the public eye	Reading 1: Online Reputation Systems: How to design one that does what you need. Reading 2: How To Make Online Reviews Work For You Reading 3: Managing Online Reviews on Trip Advisor Case: AIRBNB (A)
17	Ethics and Laws on the Internet Online Business Models, Affiliate Marketing and Syndication on the Web	Reading Case 1 : Molson Canada: Social Media Marketing Case: Carolina Pad and the Bloggers Reading 1 : Syndication: The Emerging Model for Business on the Internet Reading 2: How to acquire customers on web (This articles gives a glimpse of a time before dot.com bubble)
18, 19	Designing Digital Marketing Campaign Designing the digital marketing campaign – Analysis	Reading 1 : Ford Fiesta Movement: Using Social Media And Viral Marketing To Launch Ford's Global Car In The United States Reading 2 : The Britney Spears universe: Social media and viral marketing at its best Reading 3: Online Metrics: What Are You Measuring And Why? Case: The Nokia N8 'Push Snowboarding' Campaign: An Avant-Garde Social Media Strategy From Engagement To Sales HBS Case: Pepsi-Lipton Brisk
20	Project Presentations and Summary	

V.9 MARKETING ANALYTICS: STORYTELLING WITH DATA

[3 Credits]

Course Objectives:

Data and advanced analytics have arrived. The volume of available data is growing exponentially, with more added every day from billions of phones, sensors, payment systems, and cameras. Analytics is becoming ubiquitous, but organizations are struggling to turn data into value. To leverage the power of analytics to the fullest, more than the setting up of world class analytics teams, the need of the hour are ‘analytics translators’ – professionals who are experts in their domain, and equipped with the skills to engage with the data science teams for both - identifying opportunities where advanced analytics can make a difference and actively championing adoption of the solutions across the business. Marketing professionals with a good grasp of analytical methods can help organizations leapfrog into a ‘insights driven’ culture. This course aims to equip students of marketing in becoming analytics translators by equipping them with the tools of the trade – analytical methods and storytelling.

COURSE PRE-REQUISITES

A first level course in statistics and some hands-on experience with SPSS/R

Session 1

Why a course on marketing analytics?

Introduction to the course

The analytics pyramid - Descriptive, predictive, prescriptive analytics A resource allocation perspective for marketing analytics

Recap of basic statistics

Session 2 and 3

What does my customer market look like?

Segmentation

RFM vs Behavioral segmentation

Session 4 – 6

How do I use the marketing levers to make the customer buy?

Measuring advertising effectiveness

Multiple regression and marketing mix models Design of pricing and advertising elasticity model

Session 7 – 10

What can I learn from my customer’s basket?

Association rule

mining Recommender

algorithms

How much is a customer worth?

CLTV

Monte Carlo simulation

Who will leave me and when?

Logistic

Regression

Survival
analysis

Session 11
Social Listening
Analyzing unstructured data

Session 12 – 14
How do I measure marketing performance?
Importance of marketing
metrics All about shares
Advertising and Promotional
Metrics Sales force and channel
metrics Online and web metrics
ROMI
Resource allocation decisions

Session 15 - 18
How do I tell a story with data?
Cognitive perception, visual rules Introduction to tools (Tableau) Science of choosing appropriate
charts
Dashboard design principles - Creating an effective dashboard from scratch Visual data storytelling
– Using the storyboard concept
Calculations and data wrangling – Real life implementation challenges

Session 19
Bringing it all together
Data analytics simulation: Strategic Decision Making

Session 20
Group presentations

V.10 MARKETING DECISION MODELS

[3 Credits]

Objectives:

- Explain how analytical techniques can help in enhancing marketing decision-making in modern enterprises.
- Formulate long term marketing strategy with sound analytical judgment.
- Expose students to numerous examples demonstrating the value of the analytic approach to marketing decision-making.

Topics:

- Response Modeling
- Market Segmentation
- Choice Based Segmentation
- Positioning Analysis
- Project Presentation: Research Framework
- Strategic Marketing Decisions
- Portfolio Analysis
- New Product Design
- Forecasting Sales of New Products
- Advertising Decisions
- Sales Force Decisions
- Distribution Decisions
- Pricing Decisions
- Promotion Decisions
- Strategy Decisions
- Organizational Buying Model

V.11 MARKETING ENGINEERING

[CREDITS: 1.5]

Objectives:

This course deals with concepts, methods, and applications of decision modeling to address such marketing issues as segmentation, targeting and positioning, new product design and development, advertising, and sales force and promotion planning. The course is designed for MBA students who have some background in or understanding of marketing principles and exposure to spreadsheet programs such as EXCEL.

Unlike conventional capstone marketing courses that focus on conceptual material, this course will attempt to provide skills to translate conceptual understanding into specific operational plans -- a skill in increasing demand in organizations today. Using market simulations and related exercises tied to PC-based computer software, students will develop marketing plans in various decision contexts.

Specifically, the course objectives are to:

- * Provide students with an understanding of the role that analytical techniques and computer models can play in enhancing marketing decision making in modern enterprises.
- * Improve students' skill in viewing marketing processes and relationships systematically and analytically.
- * Expose students to numerous examples demonstrating the value of the analytical approach to marketing decision-making.
- * Provide students with the software tools that will enable them to apply the models and methods taught in the course to real marketing problems.

The course will be of particular value to students planning careers in marketing and management consulting.

Session-wise Plan:

Session No.	Topic	Contents	Readings
1	Understanding Data	1. Introduction 2. Simple linear Regression 3. Multiple Regression	Chapter 1,2 and3 of Text Book Chapters 9, 10, 11, 12, and 15 of Text Book
2	Sales Forecasting	1. Multiple Regression 2. Trend and Seasonality 3. Neural Networks	Chapters 9, 10, 11, 12, and 15 of Text Book Case: Retail Relay ©
3 and 4	Customer Analysis	1. Conjoint Analysis	Chapter 16 and 17 of Textbook Case: Retail relay C

		2. Logistic Regression— Binary, Multinomial, Ordinal	Case: Portland Trail Blazers
5.	Customer Analysis	1. Discrete Choice Analysis	Chapter 18 of text book
6	Customer Lifetime Value	1. CLTV 2. CV and Business Value 3. Monte Carlo Simulation and Marketing Decision Making 4. Allocating Marketing resources between Customer Acquisition and Retention	Chapters 19, 20, 21 and 22 of Text book Retail Relay C Dunia Finance A and B
7.	Segmentation	1. Cluster Analysis for small samples 2. Collaborative Filtering 3. Classification Trees for Segmentation	Chapters 23, 24 and 25 of text book Case: Segmentation at Sticks Kebob Shop
8	Forecasting Sales of New Product	1. Using “S” curves 2. The Bass Diffusion Model 3. The Copernican Principle to predict Duration	Chapters 26, 27 and 28 of Text Book Case: Svdeka Vodka A, B and C
9	Retailing	1. Market Basket Analysis and Lift 2. RFM analysis 3. SCANPRO Model 4. Allocating Retail Space and resources	Chapters 29, 30, 31 and 32 of Text Book
10.	Advertising and Social Media	1. Measuring Ad. Effectiveness 2. Media Selection Models 3. PPC and Online Advertising 4. Networks 5. Tipping Point 6. Viral Marketing	Chapters 34, 35 and 36 of Text Book

Text Book: Marketing Analytics: Data Driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publications

V.12 MARKETING FAIR

[3 Credits]

Objectives:

Over the years, the Marketing Fair has become one of the most recognisable symbols of our institute. In its simplest form, the concept of marketing fair is “fun and learn”. The learning is serious but the challenge still is to provide delight to the fair’s visitors and a value to the client companies. The objective of the course is to achieve this delicate balance.

Topics:

- Problem Allocation
- Research Design Presentation
- Game Design Presentation
- Fabrication Begins
- Data Presentation
- Report Submission

V.13 MARKETING IN EMERGING COUNTRIES

[1.5 Credits]

The concepts and skills learned in this course will enable you to develop winning marketing strategies for an organization in Emerging Economies. The course structure, exercises, assignments, and case studies are all aimed at equipping you to identify and seize market opportunities through effective marketing strategies in the emerging markets. It will provide you with the tools and concepts to contribute to the development of marketing strategies for your organization and to constructively evaluate the marketing strategies developed by competitors. . The emphasis throughout is on applying marketing ideas and techniques to create cash flow and profits. Welcome to Marketing Management! This package describes the course and provides information you will need. In designing this course, we recognize that most of you will be starting and spending large part of your professional time in Emerging Markets. The course contains some very challenging cases. Why? Because your life in business after this course is going to contain some very tough challenges, and we want you to be able to compete successfully in that world. We believe you can do it. By virtue of admission to the School's HBA Program, we know that you have solid intellectual skills. We hope that you will (a) develop a curiosity and interest in marketing in emerging countries (b) acquire sufficient basic skills to launch a career, (c) maintain a permanent market orientation, whatever your career path, and (d) enjoy the rural marketing classes here at XLRI.

The objectives of the course are:

1. To develop your marketing decision-making skills for products and services in emerging markets. This is the primary objective of the course. You should leave the course with a well-developed ability to:

I. Able to understand the state of development of rural markets and the extent of consumption and the potential for varied FMCG and consumer durables by the rural customers.

II. Determine the major opportunities and threats facing the organization in emerging markets, Familiar with the changing profile of the rural consumer, her expectations and the social dynamics.

III. Exposed to the innovative marketing strategies developed by the Indian firms as well as the MNCs for the rural markets and lessons from their initiatives.

IV. Equipped and be comfortable in designing specific marketing programmes for different categories of products targeted at rural consumers.

V. Able to look at different models of enhancing buying power of rural people and building equity amongst them

VI. To improve your familiarity with a range of context-specific marketing knowledge, practice, and terminology in emerging markets

VII. To integrate global, social, and ethical dimensions with marketing decisions made in a rapidly changing competitive context in the emerging countries.

VIII. To understand the nature and dynamics of competition between local and Transnational/global brands

Rural Marketing

Session Plan Topics:

1. Readings Rural Marketing: The Challenges, Relevance and Strategies
2. Growth and Challenges of Rural Markets
2. Topic Rural Market Environment and the Structure of Indian Market
3. Topic Understanding the Process of Diffusion and Opinion Leadership
Readings 1. Consumer Resistance to Innovations: The Marketing Problem and its solutions
Topic Changing Profile of the Rural Customer
Readings 1. Get Real About Consumer India
4. Marketing for the Bottom of the Pyramid customers
Case Arvind Eye Hospitals
5. Topic Developing Product and Branding Strategies for Rural Markets-
Bottom of the Pyramid customers
Readings 1. Product Information
2. Test Marketing of New Products in Rural Markets
Case: Hindustan Lever - Annapurna Salt
6. Topic Developing Branding Strategies for Rural Markets
7. Topic Developing Distribution Channels for Rural Markets
Case ICICI Bank: Innovations in Finance, Mobile Supermarkets: Country Road
- 8 Field Visits
- 9--10. Topic Designing Promotional Programmes for Rural Markets
Readings 1. Chapter- 10
Designing Marketing Ecosystem for Rural Penetration and Marketing
Scaling Up Innovations
Opportunities in Rural Markets —ITC e-Choupal And Rural Market Entry Strategies

V.14 MARKETING IN PRACTICE

[3 Credits]

Objectives:

- To provide the to-be managers in the marketing area a practical exposure
- To ensure the illustration of application of marketing theories in practice
- This would be achieved in two different ways :
- Lectures by practitioners (executives from various fields of marketing)
- Computer based Simulation game Markstrat 3.10

Topics:

- Segmentation, Targeting, Positioning
- Brand awareness, Brand Management
- Portfolio Management
- Benchmarking, Responding to competition
- Production Decisions, Pricing Decisions, Advertising Decisions
- Sales Force Management, Distribution Decisions
- Utility of Marketing Research Studies
- Budget Decisions
- R and D, New Product Launch
- Development and Execution of Marketing Plan

V.15 MARKETING LAW

[3 Credits]

Objectives

The Law and our legal system have a pervasive impact on marketing activities. Decisions of marketing executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm.

The approach of this course would be to address National Laws and court decisions that relate to the four main areas of marketing study, the so-called “ four P’s ” of marketing: product, price, place and promotion.

Topics

1. Legal Issues Relating to Product Quality and Material Movement
 - Conditions and warranties
 - Implied Conditions
 - Rule of Caveat Emptor [Buyer Beware]
 - Transfer of Title
 - Nemo Dat Quod Non Habet
 - Sea Transit: FOB, CIF, Ex. Ship
 - Rights of Unpaid Seller
 - Lien
 - Stoppage in Transit
 - Right to Resale
 - Remedies
2. Rules Relating to Hire-Purchase
 - Position of Parties to Hire Purchase
 - Conditions and warranties
 - Limitation on Hire Purchase Charges
 - Passing of Property
3. Laws Relating to Common Carrier
 - Definition of Common Carrier
 - Distinction between Common Carrier and Pvt. Carrier
 - Liabilities of Common Carrier
4. Legal aspects of Delivering Goods for Carriage and Warehousing
 - Rights of Warehouse
 - Duties and Liabilities of Warehouse
5. Rights to do any Trade or Business
 - Fundamental
 - Legal
 - Restrictions
6. Restraint of Trade
 - Knock-Out Agreement

- Trade Combination
- Solus or Exclusive Dealing Agreements
- Restraints upon Employees

7. Laws Relating to Services Marketing

- Concept of Service
- Deficiency in Service
- Real Estates
- Hospital
- Carrier
- Courier
- Bank
- Transport Service

8. Legal Aspects of Restrictive Trade Practices

- Tie-in Sales or Full Line Forcing
- Price Fixing
- Predatory Pricing
- Exclusive Dealing
- Territorial Restriction
- Refuse to Deal

9. Legal Aspects of Unfair Trade Practices and some aspects of Advertisement

- False and Misleading Representation
- Bait Advertising and Bargain Price
- Offering Gifts and Prizes and Conducting Promotional Contests
- Withholding Information about Final Results of scheme
- Hoarding and Destruction of Goods
- Spurious Goods

10. Competition Law

- Introduction
- Meaning
- Anti-competitive Agreement
- Anti-competitive Agreement: Competition within India & Effects Doctrine
- Anti-competitive Agreement: Horizontal
- Anti-competitive Agreement: Fixing Prices
- Anti-competitive Agreement: Vertical Agreements
- Anti-competitive Agreement: Limiting and Controlling Production & Investment
- Acquisition, Merger and Amalgamation
- Anti-competitive Agreement and WTO

V.16 MARKETING METRICS FOR MARKETING PERFORMANCE EVALUATION

[1.5 Credits]

Objectives:

1. Develop a toolkit of marketing measures that will enable managers to apply the right metric at the right time. Also, to be able to apply and understand the relevance of these measures in the context of real world marketing problems.
2. Learn to develop and interpret marketing performance dashboards, which require that managers keep the big picture in focus.

Session-wise plan:

Sl. No.	Title	Topics	Readings and Cases	Concept/Case
	Fundamentals of Marketing Effectiveness Measurement	<ol style="list-style-type: none"> 1. Marketing Metrics the “Big Picture” 2. Importance of Marketing Metrics 3. Understanding the challenge of metrics 	<ol style="list-style-type: none"> 1. Marketing Performance Assessment 2. Neilson Market Research For Pantene 	Concept/Case discussion
	Market Share, Share of Minds and Share of Hearts	<ol style="list-style-type: none"> 1. Market Share, relative Market share 2. Market Concentration 3. Brand Development Index 4. Category Development Index 5. Penetration 6. Share of Requirements 7. Heavy User Index 8. Awareness, Attitudes and Usage (AAU) 	<ol style="list-style-type: none"> 1. Neilson Market Research For Pantene 	Concept Discussion
3 & 4	Product and Portfolio Management	<ol style="list-style-type: none"> 1. Awareness, Trial and conversion Rates 2. Growth 3. Cannibalization and Fair Share Draw Rate 4. Brand Equity Metrics 5. Conjoint Utilities and <ol style="list-style-type: none"> a. Customer Preferences b. Segmentation c. Volume Projection 	<ol style="list-style-type: none"> 1. Salty Snacks 2. Portland Trial Blazers 	Concept Discussion
5.	Sales Force effectiveness Measures	<ol style="list-style-type: none"> 1. Workload measures 2. Goal Setting 3. Incentives 	<ol style="list-style-type: none"> 1. Raymond James Financial 	Concept/Case Discussion

		4. Sales Force Effectiveness Measure		
6.	Distribution and Retail Metrics	<ol style="list-style-type: none"> 1. Numeric distribution 2. All commodity volume 3. Product category volume 4. Total distribution 5. Facings 6. Markdowns 7. Direct product profitability 8. Gross margin return on inventory investment 	<ol style="list-style-type: none"> 1. Case: An Irate Distributor: A question of Profitability 	
7	Advertising	<ol style="list-style-type: none"> 1. GRP and TRPs 2. Return on Advertising Expenditure 	<ol style="list-style-type: none"> 1. Getting most out of Advertising and Sales promotion 2. Advertising Analytics 3. Advertising Experiments at Ohio Art Company. 	
8.	Promotion Metrics	<ol style="list-style-type: none"> 1. Measuring Baseline sales and Promotional lift 2. Return on Marketing Investment 	<ol style="list-style-type: none"> 1. Who gains from a promotion 2. Giant Consumer Products: A resource allocation decision. 3. Reliance Baking Soda 	
9.	On Line and Web based Metrics		<ol style="list-style-type: none"> 1. Improving Online Performance thru web based metrics 	
10.	Marketing Metrics Dashboards		<ol style="list-style-type: none"> 1. The Bottomline: Marketing and the firms performance 	

V.17 MARKETING RESEARCH

[3 Credits]

Objectives:

The objective of the course is to provide a user's perspective to the research process. The first part of the course starts by differentiating the decision process from the research process and focuses on 'what' (problem definition) and 'how' (methodology) of the research process to ensure that the data collected is valid. The second part of the course discusses the commonly used multivariate techniques to analyze the data and derive meaningful appropriate information to help in make marketing decisions.

Topics:

1. Introduction to Research Process Chapter 1 and 2, Marketing Research: A User's Perspective
2. Conceptualization of the Research study Chapter 1 and 2, Marketing Research: A User's Perspective Case: Ranking of Business Schools
3. Research Objectives and Research questions ,Case: Rating of business schools. Chapter 2 and 3, Marketing Research: A User's Perspective
4. Type of Information and Framework for Research Design Chapter 4, Marketing Research: A User's Perspective
5. Research Design ,Chapter 4, Marketing Research: A User's Perspective
6. Using Exploratory Research.Case: Suncoast Bank ,Chapter 5, Marketing Research: A User's Perspective
7. Application of Projective techniques,Chapter 5, Marketing Research: A User's Perspective
8. Simulated Market studies. Case: Brightface Toothpaste
9. Questionnaire Development,Chapter 6, Marketing Research: A User's Perspective
10. Marketers' perspectives to questionnaire development. Case: Wolff Drug Company,Chapter 6, Marketing Research: A User's Perspective
11. Sampling and Analysis for Marketing decisions Chapter 7 and 8, said text book
12. Mid term
13. Analysis for Marketing Decisions,Chapter 9, Marketing Research: A User's Perspective
14. Factor Analysis ,Chapter 10, Marketing Research: A User's Perspective
15. Multi-Dimensional Scaling ,Chapter 11, Marketing Research: A User's Perspective

16. Conjoint Analysis, Chapter 13, Marketing Research: A User's Perspective
17. Discriminant Analysis, Chapter 12, Marketing Research: A User's Perspective
18. Cluster Analysis, Chapter 14, Marketing Research: A User's Perspective
19. Regression Analysis
20. Regression Analysis

V.18 OMNICHANNEL RETAILING

[3 Credits]

1. Introduction

All shopping is retail – whether it is online , in store or any combination in between. E-commerce is also retail !

Retail is one of the most dynamic sectors today in the world ,undergoing massive transformation. As per IBEF’s website - India is the world’s fifth-largest global destination in the retail space. The retail sector in India is expected to reach a whopping US\$ 2 trillion in value by 2032, according to a recent analysis by the Boston Consulting Group (BCG).

Given the transformation happening in retail – this course is designed to explain the major decisions in retail business and how retailers and compete in this everchanging omnichannel world. Understanding retail decisions can also help organisations that interact with retailers as channel partners.

2. Objective

This course is planned to provide an overall understanding of the retailing industry.

In the process, we also explore how managers can use the framework of Retail mix and each of its elements to optimize decision making in retailing.

While the course uses the organized retail industry context, the content of the course is equally useful for students interested in working for

- E-Commerce companies,
- Firms that interface with retailers, such as CPG,
- and for those with entrepreneurial interest

By the end of the course student will be able to:

- Understand the basics of Retail Management,
- Value propositions in retail
- How retailers build competitive advantage through key strategic decisions
- Understand Retailing in special areas like luxury and under special circumstances like the pandemic.

The sessions touch upon these issues for Brick-and-Mortar stores, Hybrid retailers as well as pure online retailers.

3. Topics

- UNDERSTANDING RETAIL VALUE PROPOSITION
- BUSINESS MODELS - B&M AND E-COMMERCE

- CONSUMER DECISION MAKING IN AN OMNICHANNEL WORLD
- LOCATION ANALYSIS
- MERCHANDISE PLANNING AND IMPLEMENTATION PROCESS
- PRIVATE LABEL, AND THE ROLE OF PL IN DECISION MAKING
- RETAIL BRANDING
- PRICING STRATEGIES IN RETAIL
- STORE(WEB) DESIGN AND LAYOUT
- RETAIL LOGISTICS
- FINANCIAL STRATEGY
- RETAIL ANALYTICS

V.19 PRICING MANAGEMENT

[3 Credits]

Course Objective:

Pricing is an area of business that seasoned executives seldom talk about with enthusiasm. In fact although most business people understand that pricing decisions can make or break a company's bottom line, they tend to tackle today's demanding markets without the aid of a well-crafted strategy. As a result, pricing policies are little more than collections of tactics held together by questionable assumptions and crude heuristics that, in many circumstances, put financial and brand health in jeopardy. Pricing Management is a course that looks at different, and times surprising, roles that pricing plays in capturing, communicating and even enhancing the company's competitive advantage. We would draw lessons from economics, psychology, sociology and other disciplines to equip the participants with the confidence and skills to design and execute a superior pricing strategy. Every firm eventually has to sell all its products. Questions that arise in this context are, for example: What sales channels should the firm use? How should a product be priced in the different channels? How can the firm prevent cannibalization across channels? How should prices be adjusted due to seasonality or after initial demand has been observed? In this course, we focus on how to set the best prices for the offered products, a decision very often linked to the profit performance of the supply chain. Pricing Management—or revenue management as it is also called—focuses on how a firm should set and update pricing and product availability decisions across its various selling channels in order to maximize profitability. The use of such strategies has transformed the transportation and hospitality industries and has become increasingly important in retail, telecommunications entertainment, financial services health care and manufacturing.

Within the broader area of pricing theory the course places particular emphasis on tactical optimization of pricing and capacity allocation decisions, tackled using quantitative models of consumer behavior (e.g. captured via appropriate price-response relations), demand forecasts and market uncertainty, and tools of constrained optimization—the two main building blocks of revenue optimization systems. The course is meant for those who want to understand the revenue dynamics of price. This course will be of great value to those students who wish to be Product and Brand Managers; Retail Merchandisers; Pricing Consultants; and IT software professionals who want to develop pricing software.

Session Plan:

Session No.	Topic	Particulars	Readings	Case	Pedagogy
1	Housekeeping, Introduction to Pricing Management,	1. History of Pricing and Revenue Management; 2. Traditional Pricing Techniques; 3. Context of the Pricing Decision and contemporary practices	1. Managing Price Gaining Profit		Lecture

2.	Microeconomics of Pricing	<p>1.Review of Economic Pricing Theory;</p> <p>2.The profit Maximizing firm;</p> <p>3.Price Discrimination and its application to Marketing.</p>	<p>4.Economics of Product variety</p> <p>5.Price Quantity Determination</p> <p>6.Price Discrimination</p> <p>7.Versioning: The Smart way of selling Information</p>	<p>1.Cambridge Software Corporation</p> <p>2.The ready to eat breakfast cereal industry: Coupon Competition and Price Discrimination</p>	Lecture
3	Behavioral Theory of Pricing	<p>1.The Prospect Theory and Price; St. Petersburg's Paradox; Price Information Processing and Numerical Cognition. Concept of Willingness to Pay, reference prices and their creation</p> <p>1.Concept of Acquisitional Utility and Transactional Utility and its implications on the Pricing Decision.</p>	<p>3.Note on Behavioral Pricing</p> <p>4.Pricing and the Psychology of Consumption</p>		Lecture in session 3 and case in session 4.
4 and 5	Value Based pricing and Value Mapping	<p>Product Positioning and pricing strategy.Value Analysis</p> <p>Value Mapping and the Fair Value Line</p> <p>Estimating Price Level Sensitivity</p>	<p>5.Pricing—A Value based Approach</p> <p>6.Performance Based Pricing is more than just pricing</p>	<p>Soren Chemicals: Why the new pool chemical sinking.</p>	Concept/ Case Discussion
6 and 7	Setting Prices –The Theory of Price Optimization	<p>Measures of Price Sensitivity</p> <p>a.The Multinomial Logit Model</p> <p>b.The Explicit Measures</p>	<p>2.Note on the Logistic Model.</p> <p>3.Note on Van Westondrop model</p>	<p>4.Case: The Springfield Northwesters</p>	Lecture /Case Discussion

		c.The Conjoint Model		5.Case; Adios Junk Mail	
8.	Pricing in Supply constrained Industries.	<p>1.The Problem of Capacity Constraints</p> <p>2.Variable Pricing</p> <p>3.Variable Pricing with Diversion</p> <p>4.Critical Ratio and its application.</p> <p>5.Modifications to the model incorporating uncertainty of Demand.</p>	<p>6.Note on Quantity Based revenue Management: The Single Resource Case</p> <p>7.Unleashing the Power of YM in the Internet Era</p>	1.Case: YM at American Airlines	Lecture
9.	Pricing of Networked Models	<p>Problem of Multiple resource constraints—the Hub and Spoke Model</p> <p>1.Linear Programming Approach to solving the problem</p> <p>2.Virtual Nesting—Concept of Net Lag Fare</p> <p>3.Network Bid Pricing and opportunity costs</p> <p>4.Network Management in Real Life.</p>			
11.	Pricing of Durables	Pricing of Durables		Case: Selling Durable Goods	
12.	Special Pricing Techniques	<p>1.Bundling</p> <p>2.Hi Lo Pricing</p> <p>3.Target Return Pricing</p>			Concept & Case Discussion
13 & 14	Role of Costs in Determining Prices	<p>1.Cost Fundamentals</p> <p>2.Cost Behavior</p>		7.J C Penny “Fair and Square	Lecture /Case Discussion

		<p>3.Operating Leverage and Financial Leverage effect on Prices</p> <p>4.Price reduction Strategies</p> <p>5.Marketing and Distribution Cost Analysis</p> <p>6.Experience Curve Pricing</p>		Pricing” Strategy 8.Value Pricing at P&G (A)	
15.	Product Line Pricing	<p>1.Product Line Pricing</p> <p>2.Pricing of differential quality along the line</p> <p>3.Pricing of Different SKUs along the line</p>	<p>1.Product Line Pricing</p> <p>2.Who benefits from a price promotion?</p>	<p>1.Measuring Price Promotional Effects</p> <p>2.Modu: Optimizing the Product Line</p> <p>3.Heinz Ketchup: Pricing the Product Line</p>	Lecture / Case Discussions
16.	Administering the Pricing Function	<p>1.Developing a Pricing Structure</p> <p>2.Trade Discount/Quantity Discounts/ Cash Discounts</p> <p>3.Pricing Special Orders</p> <p>4.Geographical Pricing Decisions—FOB versus Delivered Pricing and its variations</p>	6.	4.	
17	B2B Pricing	<p>1.Nature of B2B marketing and the Pricing Challenge</p> <p>2.The Logit Bid Response Function with single and multiple competitors</p> <p>1Variations of the above model</p> <p>a.Contract Pricing</p>	<p>4.Industrial pricing to meet customer needs</p> <p>5.How to fight a price war!</p>	<p>1.Case: Signode Industries Ltd.</p>	Case Discussion/ concept

		b.Negotiation c.Building other Marketing Variables into the model.			
18.	Price Promotions and Markdown Management	1.Promotional Pricing 2.Markdown Optimization and Estimation of Markdown sensitivity. 3.Practical Problems and Issues in managing price promotions	6	5	
19.	Online Pricing Techniques	Focus on how the Internet has changed the pricing models hitherto used for a Bricks and Mortar business.	1.Dashboard for Online Pricing	1.Case: eLance.com: Building a Professional Service Market space	
20.	Measuring Price Performance	Focus on Pricing Metrics	1.Pricing Metrics and Concepts		Lecture

V.20 PRODUCT AND BRAND MANAGEMENT

[3 Credits]

Objectives:

- To provide relevant frameworks to understand the new product development process, the organizational structures for new product development and product management functions within an organization. To help you appreciate the relationship between Corporate Strategy and Product and Brand Management
- To equip you with the various dimensions of product management such as product-line decisions, product platform and product life cycle so that you appreciate the challenges of being a product manager
- To understand Product Managers roles and responsibilities; organization boundaries and interfaces; competencies; quality of marketing processes; and measurement and evaluation methods.
- To explore the various issues related to Brand Management and to enhance your understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management and etc.
- To develop familiarity and competence with the strategies and tactics involved in building, *leveraging and defending strong brands with a strong emphasis on execution.*
- To provide the appropriate theories, models, and other tools to make better branding decisions and in building brands as assets.

Session No/Topics:

1. Introduction to Product Management and Role of Product Manager , Corporate Strategy and Product Policy Readings 1. A Note on The Product Manager

2. Product Management , Corporate Strategy and Platform Thinking Two sided Platforms and its Management Readings 1. Sawhney, Mohanbir S. (1998), "Leveraged High-Variety Strategies: From Portfolio Thinking to Platform Thinking," JAMS, Vol. 26, No. 1, 54-61

2. Pipelines, Platforms and New Rules of Startegy, Parker, Astyne and Choudary, 2016, HBR

3. New Product Development: The Process and Stage Gate Model Concept Development and Testing Readings 1. Robert Cooper (2008) Stage-Gate: Idea to Launch Process, 25.213-232

2. A Note on Concept Testing Product and Brand Management,6

4. New Product Development: Concept Development and Testing

Readings 1. Multibrand Concept Testing Methodology for New Product Case: 3M Filtrete- Breathing Fresh Air in Homes

5. Design Thinking for FMCG, B2B Products and Services

Readings 1. Ten Tools for Design Thinking . 2. Intuit CEO on Building a Design Driven Company, HBR 2015 3. How Samsung Became a Design Power House

4. How Indra Nooyi Turned Design Thinking into Strategy

6. Test Marketing of New Products, Services and Simulated Test Marketing

Readings- 1. A Note on Test Marketing, Ivy B School Cadbury, N.D. (1975), "When, Where and How to Test Market" HBR, May-June, 96-105 **Case: Service Mandi New Gen Platforms** Team Theme-1-Simulated Test Marketing and Online TM

7. Test Marketing and Launching of New Products

Readings-Delineating Design Factors that Influence the Global Launch

Case-1: Colgate Max Fresh: Global Brand Roll Out

Team Theme-2-Online Launching of Products and Services

8. Product-line Decisions

Readings 1. Guiltman, Joseph P (1993) "A Strategic Framework for Assessing Productline Addition", Journal of Product Innovation Management, Vol.10. 136-147

2. Extend Profits, not Product lines,HBR

Team Theme- 3-Business Models-Two Sided Market Characteristics and its Management

9. Product Life Cycle and Marketing Strategies Product and Brand Management,7 **Readings** 1. A Note on PLC ,HBS 2. Rao, Hayagreeva, (2009)" Market Rebels: How Activists make or break New Innovations, McKinsey Quarterly, 3. New Product Diffusion Models: Comparison of Two Approaches, (1995), Marketing Bulletin, Case 2: Biocon : Launching a New Cancer Drug in India Team Theme 4:Estimation of Demand for a New Product-Using Bass Model and Technology Adoption Life Cycles

10.Brand Awareness and Consumer Brand Knowledge

Readings 1. Conceptualizing, Measuring and Managing Customer Based Brand Equity , Kevin Keller, Journal of Marketing 2. Chapter-1 and 4, of SBM Book 3. Brand Equity: An Overview

Team Theme 5- Need and Challenges of Changing Brand Identity and Brand Elements

11. Brand Identity, Personality and Brand Associations

Readings 1.Aaker, Jennifer L. (1997),"Dimensions of Brand Personality", Journal of Marketing Research, Vol. 34, No. 3, 347-356 2. Chapter-2 and 3

Team Theme 6 : Measuring Brand Associations

12. Managing Brand Architecture and Brand Portfolios

Readings 1.Aaker David A and Erich Joachimsthaler (2000), "The Brand Relationship Spectrum: The Key to Brand Architecture Challenge", California Management Review, Vol.42, No. 4, 8-23

4.Chapter-9 and 11 Team Theme 8 : Brand Portfolio and Architecture Brand Decline and Brand Revitalization Product and Brand Management,8

13.Brand Revitalization

Readings Socio cultural Brand Revitalization, Role of Consumer Collectives in bringing brands back to life, European Journal of Marketing, Vol.50,No.7/8 ,2016

Team Theme 7 : Brand Decline and Brand Revitalization

Case 4: :Renewing the Nissan Brand

14 Marketing and Branding of Services: Role of Employees in Brand Building

Case 6: ICICI Bank: Brand Building in Services Sector

Reading: CEOs need to Pay Attention to Employer Branding , HBR May 15,2015

Team Theme 9 : Role of Employees in Brand Building in Services and Consulting

15. Topic: The New Media Environment and Brand Building

Reading: 1. Let them Talk: Managing Primary and Extended Online Brand Communities, Business Horizon, No.26 2. How Brand Community Practices Create Value –No.24
3. Social Media –A Tool for Innovation ,No.30 Team Theme 10 : Brand Building in Social Media
Case 7: Ford Fiesta :Brand Building Using Social Media

16. Topic: Building Technology Brands

Reading: 1.What High Tech Managers Need to know about Brands, No-28
2. Mobile Marketing Strategy , No. 25 Case:
Team Theme 11 : Branding of Technology Products/B2B Products

17. Topic Leveraging Brand Equity and Brand Extension

Readings 1. Customer Centered Brand Management
2. Brand Extension:The Good ,Bad and the Ugly
4. Chapter-12 Product and Brand Management,9
Team Theme 12 : Brand Extension :Cases of Success and Failure and Lessons

18. Topic: Emerging Markets as Product Development Laboratories for the World

Readings. 1. Developing New Products in Emerging Markets, MIT Sloan, 2016, R.Krishnan,
2. Emerging Markets, Products and Innovation, Accenture, 2012
3. Disruptive Innovations from Emerging Markets, Sloan,
4. How Reverse Innovation Can transform your Company and the World , Vijay Govindrajan and Chris Trimble, Reverse Innovation, HBR Press Chapter ,Team Theme : Reverse Innovation
Case 7: : GE Healthcare India: The Marketing Challenges of Low Resource Customers

19. Handling Name Changes and Brand Transfers

Case : Unilever, Lenovo, Accenture and Other

Reading : Brand it or Lose it ,David Aaker,CMR.No.32
Chapter 13 Team Theme 14 : Brands Under Fire :Brand Crisis and How to Come Out of It

20. Topic : Measurement of Brand Equity and Summing Up

Readings: 1. How to Better Value Branded Business, Columbia B School,
2. Chapter 10. Team Theme 15 : Measurement of Brand Equity , Approaches and Evaluation

V.21 QUALITATIVE MARKET RESEARCH

[Credits:1.5]

1. Introduction and Rationale:

In today's marketing scenario, the Brand Manager/ Marketing head is usually facing a flood of information/ data which can analyse/ segment any aspect of the consumers' attitudes, spends, usage, etc. In spite of this, there is a growing need for a first-hand feel of the consumer pulse in order to gauge trends and have the first movers' advantage in a rapidly evolving consumer set. This feel of the consumer pulse is usually achieved through direct consumer contact – inevitably provided by Qualitative Research. From this perspective, it is critical that anyone embarking on a marketing career be at least familiar with Qualitative Research principles, applications and limitations. This course is aimed at providing an appreciation of Qualitative Research.

2. Objectives of the course:

To develop knowledge based acceptance of Qualitative Research and its applicability in marketing with a strategic perspective, the course would enable the students to understand Qualitative Research in the context of new product development, communication fine tuning and brand management, by giving them a sense of

WHO – skill sets that are critical to Qualitative Research

WHAT – the contribution of Qualitative Research to marketing decisions

WHEN – the contexts in which to apply Qualitative Research

WHY – the interpretative value of Qualitative Research

And HOW – the design implications in Qualitative Research

3. Course Outcomes:

The idea is to engage student in planning, designing, conducting, analyzing and writing a qualitative research work. At the end of the course the student should be able to:

- Display familiarity with different techniques of qualitative research
- Appreciate and apply different qualitative research techniques to research problems and develop research proposals
- Data collection techniques and ethical issues involved
- Ability to systemically collect, manage and analyse data
- Rigor of research

4. Text book

Gordon, W (1999) Good thinking – A Guide to Qualitative Research. Admap Publications, UK

Session 1-2

Topic **Introduction to Qualitative Research**

Session Expectations from the course and laying ground rules

Objectives Qualitative Research – a basic definition

Differences from current experiences of Group discussions,
Quantitative research methods, etc

Some practical applications – in marketing and everyday life

Required Reading Gordon, W (1999) Good thinking – A Guide to Qualitative Research. Admap Publications, UK.

Class Format Participatory Discussion
Sessions 3-4

Topic **Use of Qualitative Research for marketing decision making**

Session Objectives Understanding the opportunities and limitations in applying Qualitative Research for marketing decision making
Dangers of stretching the contribution of Qualitative Research
Under-utilization of qualitative data

Required Reading Qualitative Research – Through a Looking Glass. ESOMAR Editor

Reading Peter Sampson, 1998, London, UK.

Class Format Case/ Participatory discussion

Session 5-6

Topic **Qualitative Research Methodologies**

Session Objectives Learn issues related to Qualitative methodologies – interviews, focus groups
Design considerations
Use of different projective techniques – applicability by target groups, issue to be researched, administration needs and constraints, etc.
Use of ethnographic technique
Implications for marketing decisions

Required Reading Gordon, W (1999) Good thinking – A Guide to Qualitative Research. Admap Publications, UK.

Class Format Case discussion

Session 7-8

Topic **Collecting Qualitative data**

Session Objectives Recruitment considerations
Moderation styles and pitfalls

Required Reading Gordon, W (1999) Good thinking – A Guide to Qualitative Research. Admap Publications, UK.

Class Exercise led discussion

Format

Session 9-10

Topic **Interpreting Qualitative data**

Session Content Analysis

Objectives Dangers of data leaps and over interpretation vs inadequate analysis

Required Feldman, M S (1995) Strategies for Interpreting Qualitative Data.

Reading Thousand Oaks, London: Sage.

Class Exercise led discussion

Format

V.22 SALES AND DISTRIBUTION MANAGEMENT

[3 Credits]

Course Description:

Effective execution of a company's marketing strategy through the sales and distribution function is an important step to ensure continued success. However, marketing and selling may not be working in tandem.

The conflict between Marketing and selling has been highlighted by Kotler, et al in HBR 2010 and several other marketing scholars. As per Kotler on one side marketing blames sales for being myopic and is unable to communicate the true value of the brand, on the other side sales feels that marketing does not understand the ground realities while creating strategies.

The differences between marketing and selling are natural and present in every organisation. These differences need to be understood taking into account the goal of marketing which is to create an unique value and build a brand loyalty by changing the consumers perception in the long term, versus the short term goal of selling which is to sell today by competing with other brands promising similar value.

This differences in the short and long-term perspectives of selling and marketing led to classifying the marketing aspects as Pull and selling aspects as Push with a negative connotation.

Aligning Marketing and Selling would need to look at Push and Pull as a part of the overall communication strategy, where the push a means of communicating today's value should be aligned with the pull communication of building a brand.

This course through various practical frameworks helps integrate sales with the long-term goals of marketing.

Course Objectives:

The objective of the course is to provide a customer centric approach to the sales and distribution function. The customer centric approach helps in (a) integrating advertising, sales force and channel members by building non-conflicting and non overlapping routes to fulfill the needs of the consumer and (b) developing frameworks for sales and distribution decision making keeping the customers as the primary focus.

Topics:

1 Understanding buying behaviour for effective selling.

Revisiting concepts of Marketing I and II

2 Marketing and Selling

The process of building the brand. Identify the stages of building quality during the process of marketing. The need for increasing involvement in the process of branding

3 Process of selling

Importance of time utility and place utility. Identifying the different types of trade and consumer schemes for different consumer decision processes

4 Managing Push

5 Selling Strategy: Interface between Pull and Push

What type of communication process is required during the different stages of the marketing process

6 Marketing and Selling for B2B consumables

Understand the B2B buying process, the role of relationship and how to build brands for consumables

7 Overview of Distribution Management

Identify the types of channel partners. Differentiate sales management and channel management.

Understand the importance of channel power.

8 Channel Environment

Understand the channel environment in India

9 Channel Design

What are the steps in designing a channel structure? What criteria of evaluation should one use? Is there a need to change the channel design to align with the marketing process

10 Implementing Channel Design

What are the criteria for selecting dealers? How would you collect information for the same?

11 Internet as an alternate channel

What impact would online sales have on the brick and mortar shops?

12 Channel conflict

13 Channel Motivation

Identify the importance of monetary and non-monetary motivators for channel partners. What would be the sequence of adding monetary and non-monetary motivators?

14 Channel Evaluation

What criteria should be used to evaluate the performance of the channel as a whole? How would it be different from evaluating the performance of individual members?

15 Introduction to Sales Management and Profiling Salesperson

Selling tasks are classified into four categories: Trade selling, Missionary selling, Technical selling and New Business selling. Comment on the classification. Identify the profile of the salesmen who would be effective under different situations.

16 Managing accounts

Understand the behavioural transactions during sales and identify the service orientation for different selling situations

Selling style and Service orientation

17 Importance of managing the effort of the salesforce

18 Target setting

Building a framework to identify the appropriate measures for appraising the salespeople.

19 Compensation & Motivation of Sales Force

What are the major instruments (financial and non financial) for motivating the sales personnel? In what situations would the above instruments work best?

20 Supervisory Styles

What role does the supervisor play in the development of the salesmen?

V .23 SERVICES MARKETING

[3 Credits]

Course Objective:

“Service marketers are in need of concepts and priorities that are relevant to their experience and needs. Marketing, however, is overwhelmingly product oriented.” – G Lynn Shostack, 1977

Services permeate every aspect of our lives. In fact, most of us have entered the world via a service encounter and spend the rest of our lives experiencing varying service encounters. Services are so pervasive that only when they start to fail we realize our dependence on them!

This course aims to help participants appreciate the ever increasing significance of services in the economies worldwide and specifically, in the marketers’ scheme of things. The developed economies are dominated by services and all companies view ‘services’ as critical to sustained growth. Even manufacturing companies like General Motors, IBM, GE, Maruti Udyog etc., which depended on physical products for their dominant market shares, are now relying heavily on services to retain their competitive advantage.

While the importance of services is ever growing, the challenges faced by the managers are unique and severe, the services sector being so diverse in nature. From giant international airlines, banks, hotel chains, insurance, telecommunications, and government to locally owned or operated small businesses like laundry, beauty salons, cyber-cafes, and many business-to-business services, the marketing-relevant issues can be as wide as one can imagine.

This course takes a strategic and multi-disciplinary approach to the management of service businesses. Effective management of service organizations requires the integration of three major functions: 1. Marketing 2. Operations and 3. Human Resources. Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies. This course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.

Session-wise details.

Session No.	Topic	Particulars	Readings
1 & 2	Introduction to Services Marketing	<ul style="list-style-type: none">• Product to Services—The Challenges• The Gaps Model• The Services Marketing Mix• Case: Singapore Airlines (A & B)<ul style="list-style-type: none">a. What is SIA’s strategy i.e. what are elements that SIA thinks it is competing on?	<ul style="list-style-type: none">• Chapter 1 & 3• The Service Imperative• Designing and Executing memorable service experiences: Lights, Camera,

		<p>b. How vital is the services marketing mix of process, people and physical evidence for SIA’s service strategy?</p> <p>c. Is SIA’s strategy sustainable—comment based on the service marketing mix</p> <p>d. Comment on SIA’s method of measuring satisfaction.</p>	<p>experiment, integrate and action.</p>
3 & 4	Consumer Behavior In Services	<ul style="list-style-type: none"> • Managing Customer Behavior—Accommodation versus Reduction • Customer Expectation Management • Customer Experience Management • Case: Rapid Rewards at Southwest Airlines <ol style="list-style-type: none"> 1. What are the sources of SW’s competitive advantage? 2. Should SW save low-numbered boarding cards for its frequent flying customers? What are the trade-offs in such a decision? 3. Should SW allow its more frequent fliers who have missed the flight to take the next available flight with an empty seat or should it ask them to wait till there is an empty seat within the same fare class? 4. How would you determine the value of SW’s frequent fliers? 5. In what instances would you advocate firms offer tired or differentiated services to customers? What guidelines do you propose firms should use in making such a decision? 6. One service that involves very high degree of Customer Participation is teaching at XLRI. What are the customer variability issues that a faculty faces at XLRI, while managing a “student customer” and how do you think the faculty should manage them? 	<ul style="list-style-type: none"> • Chapter 2 • Breaking the Tradeoff between efficiency and customer satisfaction • Group Quiz 1: e-Bay: The customer marketplace
5.	Delivering Quality Service	<ul style="list-style-type: none"> • Challenges of Measuring Service Quality • Measures of Service Quality 	<ul style="list-style-type: none"> • Chapter 14

		<ul style="list-style-type: none"> • Dimensions of Service Quality • SERVQUAL 	
6.	Customer Satisfaction Measures	<ul style="list-style-type: none"> • Customer Satisfaction Metrics • Starbucks—Delivering Customer Service <ul style="list-style-type: none"> a. What are the factors for the tremendous growth of Starbucks before 1990? b. Why have the CSI scores of Starbucks declined over period? c. What should Starbucks do now? 	<ul style="list-style-type: none"> • Chapter 14 • The Microeconomics of Customer Relationships
7.	Customer Satisfaction Measures	<ul style="list-style-type: none"> • Issues with customer Satisfaction • Breakdown of Satisfaction • Case: Club Med (A) <ul style="list-style-type: none"> a. How successful is Club Med—both financial and non-financial measures? b. How has the service operating system contributed to this performance i.e. has Club Med developed a competitive advantage through its service operating system? Is this sustainable? c. What is the expected value of a new customer? d. What are the economics of Service Quality in terms of impact of increasing service quality on sales, costs and opportunities to increase service quality? e. So, what is the way forward for Jacques Giraud? 	<ul style="list-style-type: none"> • The Microeconomics of Customer Relationships • Word of Mouth Referrals
8.	Developing Sustainable Service Models	<ul style="list-style-type: none"> • The problem Services Design • New Product Development in Services • Case: Innovation at Progressive (A): Pay-As-You-Go Insurance, Innovation at Progressive (B): Homeowners Insurance, Innovation at Progressive (C) : Auto Repair <ul style="list-style-type: none"> a. How has PI managed to have a low Loss ratio compared to Industry. Comment on the IRM and CQ to support your answer. b. The company introduced the Autograph mechanism. Comment on the probability of success of this new product. 	<ul style="list-style-type: none"> • Chapter 4 • Creating new markets through service innovations.

		<p>c. The case B talks about PI's desire to enter the Home Owner's market. Are their synergies between its success in the Car Insurance Market and Home Owners?</p>	
9.	Demand Management in Services	<ul style="list-style-type: none"> • Supply and Demand considerations in Services • Concept of Duration Management and Rate Fences • Service mapping—Divergence versus Complexity • Role of Servicescape and customers in Demand Management • Case: Frumeherji Ltd. <ul style="list-style-type: none"> • What were the primary challenges facing Frumeherji's Vehicle Department? Which one the most important and why? • What is your assessment of Sigurdsson's idea (mentioned at the end of the case) to create separate lines for 1st and 2nd inspection? What would be the arguments against it? • Answer the questions below, show your calculations and explain your rationale for each answer: <ol style="list-style-type: none"> a. What is the bottleneck in this process? b. What is the capacity of this process in Cars per day? c. What is the total value processing time for check-in, inspection, and data entry if we ignore waiting? d. What is your assessment of the relationship between non-value-added-time and value-added time in this process? e. What is the 1st pass yield for this process? f. What is takt time for this process and how does it relate to process capacity? • In what ways does the performance of Frumeherji's emission testing and inspection process differ from the ideal? How would you improve the same? • How would you implement the same and how would you measure the success 	<ul style="list-style-type: none"> • Chapter 8, 9 and 10 • Note on service Mapping • Production line approach to Services • Matching Demand and Supply in Services • The Psychology of Waiting lines • Quiz 3: Shouldice Hospital

		of your implementation? (Use the KPIs given in Exhibit 2)	
10.	Yield Management	<ul style="list-style-type: none"> • Yield management Techniques • Case: American Airlines, revenue management. <p>Discussion Questions</p> <ol style="list-style-type: none"> 1. What are AA's major strategic and tactical decisions? What quantitative tools might the Airline employ to support these decisions? 2. Refer to the discussion of the Chicago-West Coast pricing decision in the case. Should AA counter Continental's \$159 fare with a relatively unrestricted discount fare on the nonstop Chicago-West Coast flights? 3. Refer to the discussion of the New York – San Jaun pricing decision in the case. What additional information should Doug Santoni collect to decide on a response to Eastern's pricing initiative 4. Consider the example on page 5 of the case. An aircraft has 100 seats and there are two types of fares: Full (\$499) and discount (\$99). While there is unlimited demand for discount fares, demand for the full fare is estimated to be anywhere between 10 and 30. How many seats should be protected for full fare passengers? 	<ul style="list-style-type: none"> • Concept and Case Discussion
11.	Service Recovery	<ul style="list-style-type: none"> • Impact of service failures versus product failures. • Nature of complaining behavior—Complaint Resolution Index • Service Recovery Process • The challenge of Service Guarantee 	<ul style="list-style-type: none"> • Chapter 13 • The Profitable Art of Service Recovery
12.	Service Promotion & Customer Loyalty	<ul style="list-style-type: none"> • Challenge of Service communication. • Service Advertising Strategies—Transformational Advertising • Case: Rosewood Hotels & Resorts: Branding to increase customer profitability and lifetime value and Hurrah's Entertainment, Inc. <ol style="list-style-type: none"> a. Why is Rosewood contemplating a new Brand Strategy? b. What are the financial implications of this strategy? 	<ul style="list-style-type: none"> • Chapter 7 • Building a Strong Services Brand

		c. How would you suggest the way forward? Compare this with “Harrah’s Entertainment”’s strategy.	
13.	Relationship Marketing	<ul style="list-style-type: none"> • CRM issues in services • Concept of loyalty • Creation of a loyalty programme 	<ul style="list-style-type: none"> • Chapter 12 • The Mismanagement of Customer loyalty.
14.	Relationship Marketing—Data Analysis	<ul style="list-style-type: none"> • Calculation of Acquisition Costs, retention costs and rates. • Valuation of a retained customer • Case: Customer Profitability and CRM at RBC Financial Group <ul style="list-style-type: none"> a. How should RBC measure profitability 	<ul style="list-style-type: none"> • Chapter 12 • Customer Profitability and Lifetime Value
15	Relationship Marketing—Data Analysis	<ul style="list-style-type: none"> • DVD Wars: Net Flix Versus Blockbuster <ul style="list-style-type: none"> ○ Discussion Questions <ul style="list-style-type: none"> ▪ Using Case data and the note on Customer Profitability estimate the lifetime value of a Net Flix customer for each quarter. ▪ How do you expect the launch of Total Access affect Net Flix? ▪ Is the drop in Netflix’s share prices after launch of Total Access justified by its financials? So, is CLV a good indicator of Market Valuation? 	<ul style="list-style-type: none"> •
16.	Strategizing on HRM	<ul style="list-style-type: none"> • Employee Role in Service Delivery • Service delivery and Organization Culture and Climate • Managing “knowledge” Workers • Service Profit Chain Analysis • Case Cultivating Capabilities to innovate-Booz*Allen & Hamilton <ul style="list-style-type: none"> a. Evans and Wurster assert that IT in the future might enable some companies to escape the historical tradeoff between richness and reach. To what extent might this way of mapping the world apply to consulting industry? 	<ul style="list-style-type: none"> • Chapter 11 • Selling the Brand Inside • Service Profit Chain Analysis

		<p>b. What is your assessment of the methods Booz*Allen has employed to capture and deploy the learning and innovations that have been developed by prior teams? From your own experience, are there other ways of accomplishing this?</p> <p>c. Does Booz*Allen need to worry about “campaign selling” at all? Do they need to worry about not being perceived as a market leader in new service offerings? Is this likely to become a strategic problem?</p> <p>d. What would you recommend that Dickie and Varasano do?</p>	
17.	Strategizing on HRM	<p>Case: Club Med (B) & (C)</p> <ul style="list-style-type: none"> • As Jacky Amzalling, what problems do you currently face? How do you feel about the future? • What can Jacky learn by looking at the situation through production and operations management lenses? • Is GO turnover really a problem at Club Med? What are the <i>advantages</i> of a high turnover of GOs? Debate on the quantifiable and non-quantifiable costs and benefits of high turnover. • The personnel function of Club Med is divided between Paris and New York. Is this an efficient and appropriate division of responsibilities? To what extent does the separation of management and staff assignments lead to cultural or operational difficulties? How would you improve the personal function? • How does Club Med recruit and train employees? What are the benefits and drawbacks of this system? • Why does Club Med currently rotate all of their employees every six months? Does this make sense? 	<ul style="list-style-type: none"> • Club Med (A) • Manage your Human Sigma • Quiz 4: Raymond J Financial
18.	Service Strategy: Linking Performance with Profitability-1	<ul style="list-style-type: none"> • Linking up Performance Appraisal, Operations and Profitability for a service model • Case: <ul style="list-style-type: none"> a. T D Canada Trust (A): The Green and the Red b. TD Canada Trust (B): Linking the service Model to the P&L 	<ul style="list-style-type: none"> • Putting the Service Profit Chain to work • Analyzing Service Performance

		<p>i. Why has Chris Armstrong initiated the “Linkage Analysis” as described in the B Case? What is the Problem he is trying to address with this analysis? Is this an effective measure for the problem?</p> <p>ii. What is your assessment of the credibility of the Linkage analysis and its results? What factors add to and detract from its credibility?</p> <p>c. Evaluate the proposed Branch Incentive Plan in the B case. What changes, if any, would you recommend to this plan? Why?</p>	
19	Service Strategy: Linking Performance with Profitability-2	<ul style="list-style-type: none"> • Case: TD Canada Trust (C): Translating the Service Model to Service Operations <ul style="list-style-type: none"> ○ What is your assessment of the changes made to the branch scorecard and the incentive plan as described in the C case ○ Do you think that these changes will be effective in the execution of the “comfortable banking experience” in the branches as envisioned in the service strategy? Why or why not? 	•
20.	Warp up and Slippage.	Revisiting the Gaps Model and the future of Services.	<ul style="list-style-type: none"> • Chapter 14 and 15 • Lessons from the Services Sector

V.24 SPORTS AND TOURISM MARKETING

[3 Credits]

Objectives:

Students will be able to apply marketing and management concepts and theories, utilizing creative, critical, and/or reflective thinking skills in analysing and addressing problems presented in different aspects of entertainment marketing situations. The key aspect that will be evaluated here is *Critical Thinking* and students will be able to recognize the ever-changing nature of our understandings of the entertainment industry and develop an appreciation for continuous professional and personal growth. The level of Critical Thinking will be evaluated through the class assignments and project work where a student will be evaluated on his understanding of application of the concepts to the ever changing industry.

S.N	Theme
1	Introduction to Entertainment Industry
2	Introduction to Sports Marketing
3.	Unique Aspects of Sports Marketing & its Business Model
4	Understanding Sports Consumers, Sports Fan Behaviour
5	Evolution of Sports Ecosystem
6	Building a Sports Brand
7	Marketing of Sports Brands
8	Marketing through Sports – Celebrity Endorsements
9	Marketing through Sports – Sponsorships & Properties
10	Nation Branding – Role of Sports & Tourism
11	Marketing for Tourism and Hospitality: Characteristics
12	Tourist as a Consumer Behavior
13	An Industrial Perspective of the International Tourism Market
14	Destination branding strategies and image
15	Sustainable and Rural Tourism
16	Distribution Channels in Tourism Marketing: Working with Travel Agents
17	Promotion of Tourist Destinations using Traditional and new medium: Development of Collateral Materials and promotional Support.
18	Pricing for Tourist Destination: Revenue Maximization. Demand Management and Seasonality variations
19,	Ethical aspects of Sports, and Tourism Marketing
20	Project Presentations and Summary

V.25 STRATEGIC MARKETING

[3 Credits]

Course Description:

The course will cover topics- significance of marketing strategy, Strategic Marketing Plan, Hierarchy of Marketing Strategy Decisions, marketing-mix strategies, Strategy Implementation, Control, and Metrics

Course Objectives:

To gain a solid understanding of the concepts, theories, and paradigms that constitutes marketing strategy formulation, implementation, and evaluation. The focus would be on the creative process involved in integrating marketing decisions with other functional business decisions and analyzing the marketing macro and microenvironment to the development & implementation of marketing strategy.

Topics:

- Marketing Strategy
- Strategic Marketing Planning
- Competitive Market Analysis
- Environment Analysis
- Customer Analysis
- Competitor Analysis
- Organizational Resource Base
- Competitive (Current & Future) Positioning
- Segmentation & Positioning Research
- Selecting Target Markets
- Sustainable Competitive Advantage
- Customer Relationship Management
- Strategy Implementation
- Strategic Alliances & Networks
- Corporate Social Responsibility



VI ORGANISATIONAL BEHAVIOUR

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

[3 Credits]

Objective:

The objective of this course is to provide students with a better understanding of behavioural processes of individuals and groups in organizations enabling them to function more effectively in their roles as managers personally and with others. Specific learning objectives for this course are as follows:

1. To provide a basic knowledge of important theories relating to organizational behaviour;
2. To develop an understanding of these theories and of related ideas and concepts and critically evaluate them;
3. To develop skills to deeply analyse human behaviour and apply the learnings to organizational context.

Understanding the group dynamics and Leadership in the Organization

Topics

1. WHAT IS ORGANIZATIONAL BEHAVIOR? Robbins Chapter 1
2. DIVERSITY IN ORGANIZATION Robbins Chapter 2
3. DIVERSITY IN ORGANIZATION Robbins Chapter 2
4. ATTITUDES AND VALUES Robbins Chapter 3
5. EMOTIONS AND MOODS Robbins Chapter 4
6. PERSONALITY Robbins Chapter 5
7. PERCEPTION AND INDIVIDUAL DECISION MAKING Robbins Chapter 6
8. MOTIVATION CONCEPTS *Robbins* Chapter 7 & 8
9. INTERPERSONAL RELATIONS
10. LEARNING Robbins Chapter 11
11. WORK GROUP: BEHAVIOUR, RESOURCE, STRUCTURE PROCESS, TASKS & DECISION MAKING
12. GROUP ANALYSIS: SOCIOMETRY
13. GROUP DEVELOPMENT STAGES: FORMING STAGE (ROLES)
14. STORMING STAGE: CONFLICT
15. NORMING STAGE: GROUP THINK

16. LEADERSHIP THEORIES

17. POWER, POLITICS AND INFLUENCE

18. CONFLICT RESOLUTION

19. ENNEAGRAM

20. TRUST COMPETENCY

* Cases and other relevant readings will be given before the sessions.



VI.2 OB - II: ORGANISATIONAL STRUCTURE, DESIGN & CHANGE

[3 Credits]

Objective:

1. To develop an understanding of the structure and design of organizations and their role in organizational effectiveness
2. To develop an awareness of the explicit and implicit factors and processes that influence the structure of organizations
3. To develop an understanding of the dynamics of change in organizations

TOPICS:

UNDERSTANDING ORGANIZATIONS

- Evolution of Organization Theory
- Organizational Effectiveness
- Dimensions of Organizational Structure

ORGANIZATIONS AS STRATEGIC DESIGN

- Types of Organizational Structure
- Managing in a Changing Global Environment
- Organizational Strategy and Structure
- Technology, Size, Age and Structure

ORGANIZATIONS THROUGH CULTURAL LENS

- Implications of Corporate Culture
- Culture and Mergers and Acquisitions
- Managing Cultural Diversity

ORGANIZATIONS THROUGH POLITICAL LENS

- Power and Politics in Organizations
- Structural Conflict in Organizations

ORGANIZATIONAL CHANGE

- Organizational Life Cycle
- Types and Forms of Organizational Change
- Roles and Responsibilities in the Change Process

READINGS

While there are several books on the subject in our library, the following book will form the text for the course

Gareth R Jones (2012) Organizational Theory, Design and Change. Pearson, London



VI.3 ASSERTIVENESS TRAINING

[3 Credits]

Objectives:

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

Topics:

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



VI.4 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:

- Introduction to behavioral strategy and decision making
- Behavioral decision making model
- Behavioral strategy and top management failure
- Behavioral strategy and top management failure - Case Analysis
- Fundamental judgment strategy and comparisons
- Fundamental judgment strategy and comparisons – Case Analysis
- Agreement and disagreement in behavioral strategy and decision-making
- Bounded awareness and rationality
- Bounded awareness and rationality – Case Analysis
- Contextual and cultural effects
- Fairness and Rationality
- Fairness and Rationality – Case Analysis
- Heuristics
- Nudge
- Frames
- Inaction and by-standers
- Evaluating consequences: fundamental preferences in behavioral strategy and decision-making
- Effective decision-making
- Group Presentations and Wrap-up

VI.5 BUILDING LEARNING ORGANISATIONS

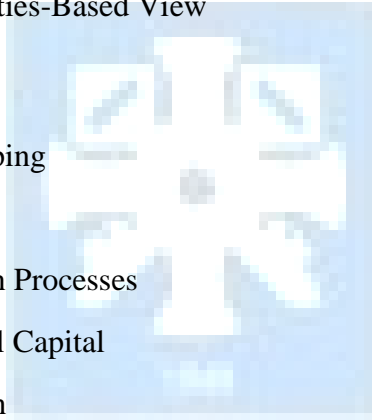
[3 Credits]

Objectives:

- To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment.
- To gain insight into the 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



VI.6 CONFLICT MANAGEMENT AND NEGOTIATION

[3 Credits]

Course Description:

The course focuses on teaching critical conflict management and negotiation skills that will enable students to effectively deal with internal and external stakeholders, aiming to attain organizational objectives.

Course Objectives:

1. To cultivate an understanding of organizational conflict and approaches to conflict management.
2. To develop an understanding of negotiation, negotiation styles, processes, planning, strategies, and tactics.
3. To develop an understanding of how emotions, biases, and power dynamics influence negotiations
4. To cultivate an understanding of how cultural differences impact negotiations.

Topic:

1. Organizational conflicts: types, sources, and consequences
2. Conflict management: theories and styles
3. Foundations of negotiation
4. Distributing bargaining
5. Integrative negotiation
6. Negotiation strategies
7. Negotiation process and planning
8. Individual Differences in Negotiation
9. Communication in negotiation
10. Negotiations in cross-cultural contexts
11. Tri-party negotiation
12. Collective bargaining
13. Negotiation in mergers and acquisitions
14. Ethics in negotiation
15. Salary negotiation

VI.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
- Review
- Analysing Resistance
- Developing Recommendations and Planning Intervention
- Presenting your Analysis and Managing Group Meeting



VI.8 CORPORATE GOVERNANCE

[3 Credits]

Objectives:

This course will help you to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations. The course will use practical examples and approaches both from within India and abroad.

The course will help you to relate the corporate government practices of an organization to its performance, a vital interest to professionals such as senior managers, consultants, and investment bankers, recruiters of these positions and others ranging from entrepreneurs to potential investors. The objectives of this multidisciplinary course are:

- To introduce conceptual and theoretical foundations of corporate governance
- To develop an awareness of the practical problems associated with the interaction of the board, CEO and other layers of management, share holders and various stakeholders of a corporation
- To develop the technical skills required to evaluate the governance of a company from the perspective of an investor (individual or organizational capacity)
- To prepare course participants for leadership positions in organizations such as entrepreneurs, senior managers, future directors and CEOs.

Topics

1. Introduction to the topic
 - Concept of corporations
 - Concept of extended view of corporate citizenship
2. Owners and stakeholders
 - Types of owners
 - Rights and privileges of shareholders (Fernando, 4)
 - Ownership structures and corporate governance
3. Pyramids and Tunneling:
 - Issues of corporate control and cash flow rights
 - Examples from restructure proposals of Vedanta group
 - Need for investor protection
4. Perspectives on Corporate Governance
 - Theoretical background
 - Market and control model of governance chain
5. Global Corporate Governance Practices
 - Anglo-American Model
 - German Model
 - Japanese Model
 - Landmarks in Emergence of Corporate Governance
6. Board of Directors: Powerful Instrument of Governance
 - Types of Directors
 - Importance of Independent Directors
7. Board Committees and Chairman
 - Separation OF CEO & Board Chairman post

- Nomination Committee
 - Board Selection
 - Boards Performance Evaluation
8. Executive Compensation
- Role of Remuneration Committee
 - Human Side of Governance
9. Financial Oversight and Audit Mechanisms
- Audit Committee
 - Disclosure mechanisms
 - Role of SEBI
10. Governance and Risk Management
- Risk Management Committee
(Guest Lecture)
11. Corporate Misconduct & Misgovernance
- Reasons for Corporate Misconduct
 - Whistle Blower's Protection
 - Factors Responsible for Obstructing Effective Corporate Governance Practices
12. Corporate Governance Rating
- Standard & Poor's Corporate Governance Scores
 - Corporate Governance Rating Methodology (Crisil)
13. Governance of Financial Organizations & PSU's
- Organizational patterns of PSU's
 - Powers of PSU Boards
 - What can we learn from public governance
14. Governance issues in Entrepreneurial Firms
- Unique issues among entrepreneurial forms
 - Choosing Board of Directors and Venture capitalists
 - Role of venture capitalists and buy-outs
15. Corporate Governance in Practice
- Project presentations
 - Infosys Corporate Governance Report
 - Governance issues in MNC's & Joint Ventures
16. Designing Your Career Path
- The Road to Directorship
 - So you want to be a director
 - How woman director succeed
17. Concept of Total Governance
- 1991 Scam
 - Governance beyond the boundaries of corporation

VI.9 CROSS-CULTURAL MANAGEMENT

[3 Credits]

Objectives:

This course will help the participants to:

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

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*

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 Mapping the culture: Cultural Orientation
Distefano & Martha Framework
Maznevski

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

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- Cultural Differences in Management/Business Practices

20

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?*

VI.10 Decision Making for Effective Leadership

[3 Credits]

Course objectives:

The goal of this course is to transform the way you think, by bringing to you some of the latest research in the cognitive and decision sciences. Over the course of our discussions, you will:

1. Get introduced to the normative, descriptive and prescriptive models, tools and techniques of decision making;
2. Understand the key elements of the human mind that profoundly affect the way we perceive and interact with the world;
3. Realize how hidden psychological and sociological factors can be as important for success as rational or measurable factors;
4. Get feedback on your intuitive decision-making and gain insights into the way you exercise judgment in an uncertain world;
5. Build internal mental capability and enhance self-awareness by identifying the traps and barriers that may keep you from optimal decision making;
6. Develop quality control for decision making processes that reduce the effect of psychological biases in your organization;
7. Get deeper analytical and behavioral insights into the concepts of risk, risk perception and risk attitudes and ways to navigate in an increasingly uncertain world; and
8. With practice, grow into a better decision maker and enhance your organization's (as well as personal) effectiveness.

Session Plan

Session 1: Introduction & overview

- Buchanan, L. & O'Connell, A. (2006). A Brief History of Decision Making. Harvard Business Review.

Session 2 - 7: Normative decision making

- Utility based models
- Decision trees
- Scenario analysis
- Multi-criteria decision making
- Risk & uncertainty
- Simulations

Readings:

Session 2:

- **Case Study:** Freemark Abbey Winery. Harvard Business School.

Session 3:

- Hammond, J.S., Keeney, R. L., & Raiffa, H. (1998). **Even swaps: A rational method for making trade-offs.** Harvard Business Review.

Session 4:

- Schoemaker, Paul J.H. (1995). **Scenario Planning: A Tool for Strategic Thinking.** MIT Sloan Management Review.

XLRI 2018-19, DMEL course outline

Session 5:

- Paul Schoemaker & Edward Russo (1995). **A Pyramid of Decision Approaches.** California Management Review.

Session 6:

- Case Study: Talisman: A pearl amongst investments?

Sessions 8-10: The Psychology of Decision Making

- Dual system thinking
- What is intuition?
- Heuristics & Biases
- Role of emotions

- The Mindspace approach to strategizing

Readings:

Session 8:

A. Tversky & D. Kahneman (1981). **The Framing of Decisions and the Psychology of Choice**. Science.

- Hammond, J.S., Keeney, R. L., & Raiffa, H. (2006), “**The hidden traps in decision making,**”

Harvard Business Review.

Session 9:

• M. Finucane, A. Alhakami, P. Slovic, & S. Johnson (2000). **The Affect Heuristic in Judgments of Risks and Benefits**. Journal of Behavioral Decision Making.

• Case Study: **Strategizing with Biases: Making Better Decisions Using the Mindspace Approach**.

Session 10:

• Case Study: Making stickK Stick: **The Business of Behavioral Economics**. Harvard Business School.

Session 11: Naturalistic Decision Making

- Gary Klein (2007). Performing a project pre-mortem. Harvard Business Review.

Session 12-14: **Multi-person Decision Making**

- Group decision making models
- Group decision making biases
- Organizational decision making

Societal decision making

- Applied topics: Wisdom of the crowds; Prediction markets

Readings:

Session 12:

• P. Kleindorfer, H.C. Kunreuther, P. Schoemaker. Decision Analysis, Cambridge University Press. Chapters 6 and 7.

Session 13:

• P. Kleindorfer, H.C. Kunreuther, P. Schoemaker. Decision Analysis, Cambridge University Press. Chapters 8 and 9.

Session 14:

• Thomas H. Davenport (2012). The Wisdom of Your In-House Crowd. Harvard Business Review.

• Cass R. Sunstein & Reid Hastie (2014). Making Dumb Groups Smarter. Harvard Business Review.

Sessions 15-17: **Decision Making in the Field**

- In Public policy
- In Organizations
- In Business ethics

Readings:

Session 15:

• World Bank (2015). World Development Report: **Mind, Society & Behaviour**. Chapters 4, 6, 7 & 8.

Session 16:

• Kenneth R. Brousseau, Michael J. Driver, Gary Hourihan, and Rikard Larsson (2006). **The Seasoned Executive’s Decision Making Style**. Harvard Business Review.

• S. Highhouse, R.S. Dalal, & E. Salas (Eds.). **Judgment and Decision Making at Work**. Routledge, NY & London.

Session 17:

• Max Bazerman & Don Moore. **Judgment & Decision Making**, 7th Edition, John Wiley & Sons, Inc. Chapter 7: **Fairness and Ethics in Decision Making**.

Session 18-20: **Group presentations**

VI.11 DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

[3 Credits]

Objectives:

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

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

Topics:

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

VI.12 INDIAN PHILOSOPHY AND LEADERSHIP EXCELLENCE

[3 Credits]

Course Description:

Western leadership approaches are rooted in cultural assumptions that may differ significantly from Indian cultural assumptions. Indeed, many past studies have shown that Western management and leadership approaches may be less effective in India. India has an extraordinarily vast and rich repertoire of knowledge body that offers culturally compatible deep insights regarding all aspects of management. Indian philosophical systems are a part of the knowledge body that offers profound insights into organizational leadership. Not only do these insights differ significantly from the Western approaches, but also they may be unique in enriching both professionally and personally. Unfortunately, most management courses rarely leverage these insights to enhance contextual relevance. This course affords a formal opportunity to explore the applications of Indian philosophy to organizational leadership.

Course objectives

1. To cultivate a deeper appreciation of how personal philosophies influence life and leadership
2. To apply concepts and frameworks from Indian philosophical systems for leadership excellence
3. To develop self-awareness, reflective thinking, and a sense of purpose for outstanding leadership
4. To develop skills for using an Indian lens to approach leadership challenges

Topics

1. Session 1: Course introduction
2. Sessions 2 & 3: Indian philosophy: A synthetic appreciation
3. Sessions 4 & 5: Foci of outstanding leadership: i) Concept of Puruṣārtha and Lokasaṅgraha and ii) Leveraging dharma: Meaning generation
4. Sessions 6 & 7: Foci of outstanding leadership: i) Leveraging artha: Fostering collaboration and ii) Leveraging kāma: Channelizing motivation
5. Sessions 8 & 9: Personal attributes of outstanding leaders: Svabhāva and Svadharma (Karma Yoga)
6. Sessions 10 & 11: Personal attributes of outstanding leaders: Values and feelings
7. Sessions 12 & 13: Outstanding leadership processes: Leader actions and decisions
8. Sessions 14 & 15: Outstanding leadership processes: Power and conflict
9. Sessions 16 & 17: Sagacious insights for outstanding leadership: Rājanīti
10. Sessions 18 & 19: Leadership challenges and project presentations
11. Session 20: Course wrap up

VI.13 LEADERSHIP, INFLUENCE AND POWER

[3 Credits]

Objectives:

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

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

Topics:

- 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) Everthing
- 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



VI.14 MANAGEMENT OF CREATIVITY

[3 Credits]

I. OBJECTIVE:

This elective aims to help you to develop:

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

III. COURSE OUTLINE:

Session: 1	Managing Creativity: An Overview
<u>Readings:</u>	Why Do Managers Draw Red Flowers With Green Stems A Boy Called Sparky A Physics Legend
Session: 2	Understanding Creativity
<u>Readings:</u> Shukla, M ---	What is Creativity Definitions of Creativity
Sessions: 3&4	Unblocking Creative Potential
<u>Readings:</u> Shukla, M: Von Oech, R: Pradeep Khandwala -	Blocks to Creativity Ten Mental Locks Blocks to Creativity: Causes, Functions... Eat Your Word Department
<u>Exercise:</u>	a. <i>Your Temperament Scale</i>
Sessions: 5-7	Creative Process and Person
<u>Readings:</u> Shukla, M: Shukla, M: Stein, M ---- ---- Gross, Roger & Moore:	A Method to the Madness Invoking the Unconscious The Creative Person What Can I do to Increase My Creativity? Enhancing Creative Competency Four Styles of Thinking
<u>Exercise:</u>	a. <i>Creative Style Inventory</i> b. <i>Decoding the Creative Person</i> c. <i>CMI</i>
<u>Case:</u>	a. <u>Sir Isaac Newton: The man behind the genius</u> b. <u>Charles Schulz, Cartoonist</u>

QUIZ -1 (session 8 – 10 Marks)

Sessions: 8-12	Creativity Techniques (Brainstorming; Lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.)
<u>Readings:</u> Pradeep Khandwala	Divergent Thinking Abilities

Shukla, M:	Creativity Techniques
Shukla, M:	Harnessing Personal Creativity
	A Lateral Thinking Primer
Edward de Bono	Six Thinking Hats
Prince, GM:	Operational Mechanisms of Synectics
WJJ Gordon:	Creative Training Comes of Age
-	Checklist
<u>Exercise:</u>	<i>These would be hands-on sessions, where the participants will get an opportunity to learn about various creative techniques, by practicing them.</i>

QUIZ -2 (session 13 – 10 Marks)

Session 13: **Creativity in Organisations**

Readings:

Shukla, M:	Developing Managerial Creativity: An Integrated Approach
-	Remember Steam Cars and Plastic Teeth

Session 14-15: **Selling Creative Ideas**

Readings:

Shukla, M:	How to Be Innovative In Organisational Context
Gross, Roger & Moore:	How to Sell Your Ideas

Exercise:

- a. Skit
- b. CT-IS Scale

**Last date for Submitting Group Term Projects
(5 days before Session 16 – 20 Marks)**

Sessions: 16-17 **Term Project Presentations**

**Last date for Submitting Case Write-ups (25 Marks)
Session 17**

Session 18-19 **CASE Presentations by Groups
Managing & Strategizing Creativity & Innovation in Organisations**

Supportive Readings:

Shukla, M:	Managing Creative Talents
Shukla, M:	Demythifying Corporate Innovativeness
Bresnahan, Jennifer	Ways to Build an Innovative Environment...
Robert Sutton	Weird Rules of Creativity
Robert Sutton	Weird Rules of Creativity
Peters, Tom:	Strategies for Fast Paced Innovation
Kirsten Sandberg	Ten Commandments for Low-Cost Trend Spotting
Shukla, M	Strategizing Research for Technological Innovations
Quinn, JB:	Managing Innovation: Controlled Chaos

Session 20: **Review & Feedback**

VI.15 MANAGEMENT OF RELATIONSHIPS

[3 Credits]

Objectives:

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

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

Topics:

1. Psychoanalysis of Human Relationships: Basic Concepts
2. Psychoanalysis of Relationships within the Indian Context
3. Applications to the Organisational Relationships:
 - Oedipus in the Office
 - Leadership
 - Subordinacy
 - Interpersonal Conflicts
4. Applications to Family Relations
 - Partnership
 - Parenting
 - Emotional Spillover
 - Deviant Relations
5. Psychoanalysis of Social Life in India
 - Women in India
 - Psychoanalysis and the Indian Culture



VI.16 PERSONAL EFFECTIVENESS AND SELF-LEADERSHIP

[3 Credits]

Objectives of the Course:

This course is designed as a roadway to understanding oneself, knowing others, and learning how to deal with complex interactions that arise in the course of leading others. This course is designed to encourage students to reflect on some of the fundamental issues relating to their happiness and personal growth, thereby helping them to make their life as leaders more meaningful and effective. The objectives of the course are:

- to explore issues related of personal effectiveness and happiness, and to facilitate students to work with those issues towards greater clarification and action planning
- to sensitize students to the emerging perspectives from positive psychology, spirituality and wisdom approaches for personal effectiveness and leadership.
- to facilitate students to discern their beliefs and assumptions about themselves, others and how these affect their effectiveness.

PERSONAL EFFECTIVENESS & SELF-LEADERSHIP || BM & HRM 2014-2016 [TERM V] || SESSION PLAN

Session Topics/Issues Details/Resources/Readings [Kindly note that the classroom sessions are supposed to complement – and not merely summarize – the hand-out articles or the textbook chapters!]

1 Course Introduction

Getting to know each other An Appreciative Inquiry exercise in dyads; Course overview

2 Positive Psychology:

An introduction Is it possible to become happier; How Happy are you and why; How to find happiness activities... (Lyubomirsky, Chapters 1, 2 & 3 respectively)

3 Basic Premises The New Science of HAPPINESS; If We Are So Rich, Why Aren't We Happy?;

Psychological Wealth: The Balanced Portfolio & Two Principles of Psychological Wealth

(Two Book Chapter excerpts from 'Happiness: Unlocking the Mysteries of Psychological Wealth')

4 Mind-set: Beliefs as

Self-fulfilling Prophecies The Winning Edge; Mind-Set Matters: Exercise and the Placebo Effect

5 A Question of Focus Highlights from the Research Project on Gratitude and Thankfulness: Dimensions and Perspectives of Gratitude; Practicing Gratitude (Book Chapter excerpt from 'Thanks:How the New Science of Gratitude Can Make You Happier')

6 & 7 Change Introduction: Understanding Self-Addiction (Book Chapter excerpt from 'You're Addicted to YOU: Why It's So Hard to Change—and What You Can Do About It'); Becoming Healthier through Writing (Book Chapter excerpt from 'Opening Up: The Healing Power of Expressing Emotions')

8 Goal Setting The Goals That Guide Us; Choosing Happiness: Goals, Relationships, & Positive Thinking

(Book Chapter excerpt from 'Positive Psychology Coaching: Putting the Science of Happiness to Work for Your Clients')

9 Perfectionism &

Time Management Accepting Failure & Conclusion

(2 Book Chapter excerpts from 'the Pursuit of PERFECT: How to Stop Chasing Perfection and Start Living')

10, 11, 12 & 13 Well-Being, PsyCap, Strengths-paradigm & Savoring [by DR. J B LAL, Head, iGate Centre of OD & Leadership] AN INDUSTRY PERSPECTIVE:

Positive Psychology Progress: Empirical Validation of Interventions;

Enhancing Well-Being and Alleviating Depressive Symptoms with Positive Psychology Interventions: A Practice-Friendly Meta-Analysis...

14 Mind-Body Connection Taking care of your body and your soul (Lyubomirsky, Chapter 9)

15 Relationships Part I: Relationships (Book Chapter excerpt from Myths of Happiness: What Should Make You Happy, but Doesn't, What Shouldn't Make You Happy, but Does by Sonja Lyubomirsky)

16 Self-Esteem &

Self-Compassion Markus, H. & Kityama, S. Culture and the Self: Implications for Cognition, Emotion, and Motivation. Psychological Review, 1991, 98, 224–253. (One of the best articles that thoughtfully contrast the independent and interdependent self-concept and their consequences for everyday thinking and acting).

17 & 18 Coping with stress

Mindfulness and Well Being Managing Stress, Hardship & Traumas; Living in the Present

(Lyubomirsky, Chapters 6, & 7 respectively)

19 Group Presentations

20 Purpose, Meaning, Creativity When Everything Isn't Half Enough (Case); The Five Hows Behind Sustainable Happiness (Lyubomirsky, Chapter 10)

VI.17 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



VI.18 POLITICAL BEHAVIOR & IMPRESSION MANAGEMENT IN ORGANIZATIONS

[3 Credits]

Course Objectives:

- 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 Nature & Context (Session 1 - 4)	Introduction to Political Behaviour and Impression Management	<ul style="list-style-type: none"> • Impression Management: Multilevel Review • Power and Politics in Organizational Life • Framework for Effective Use of Organizational Politics <p>Preparation: Comprehend the movie “Erin Brockovich”</p> <p>Experiential Exercise: Understanding Office Politics & Your Tendency to Play Organizational Politics</p>
2		Organizational Context and Ethics	<ul style="list-style-type: none"> • The Ethics of Organizational Politics. • Promote Yourself with Integrity • Ethical Lobbying <p>Experiential Exercise: Impression Management through Story Telling</p>
3		Module 2 Strategies & Tactics of Positive Initiatives for Acquiring Power	<ul style="list-style-type: none"> • Power Dynamics in Negotiations • Development and Transfer of Power across Organizational Levels

			<i>Experiential Exercise:</i> Creating an Impression of Power
4		Upward Relations	<ul style="list-style-type: none"> • The politics of Impression Management in Organizations: Contextual Effects • Managing Your Boss <i>Experiential Exercise:</i> Engaging in Effective Flattery
5	Module 2 Strategies & Tactics of Positive Politics (Session 5 - 16)	Managing First 90 days in an organization	<ul style="list-style-type: none"> • Themes from the book” The first 90 days” • Case study • Experiential Exercise: First Impression
6		Lateral Relations	<ul style="list-style-type: none"> • Political Tactics to Enhance Team Play • Protective Impression Management • Relationship Quality & Relationship Context • Building a Savvy Team <i>Experiential Exercise:</i> High-Quality Exchanges with Coworkers
7		Downward Relations	<ul style="list-style-type: none"> • The Symbiosis of Organizational Politics and Organizational Democracy • The Team Trust/Competence Grid • Antecedents, Processes and Outcomes of Collective Politics in Organizations <i>Experiential Exercise:</i> Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions
8		Influence Tactics	<ul style="list-style-type: none"> • Organizational Politics: Building Positive Political Strategies in Turbulent Times • Influence Tactics Used by Subordinates • The Impact of Political Skill on Impression Management Effectiveness • Role of Subordinate Political Skill on Supervisor’s Impressions

			<i>Experiential Exercise:</i> HBR Simulation
9		Social Networks within Organizations	<ul style="list-style-type: none"> • Social Network Theory • Weaving a Safety Network • Capabilities of the Consummate Networker • Competent Jerks, Lovable Fools and the Formation of Social Networks <i>Experiential Exercise:</i> Building Your Network
10	Module 3 Managing Dysfunctional Politics (Sessions 18 - 20)	Negative Tactics & Blunders	<ul style="list-style-type: none"> • Negative Political Tactics • Detecting Power Dynamics, Agendas and Unwritten Rules • Rethinking Political Correctness <i>Experiential Exercise:</i> Blunder Recovery and Damage Control
11		Controlling Dysfunctional Politics	<ul style="list-style-type: none"> • Consequences of Disfunctional Impression Management • Forging a High Integrity Politics Culture • The Bigger Picture: A Societal Wake-Up Call <i>Experiential Exercise:</i> Confronting a Backstabber Group Presentations during last one/two sessions

VI.19 STRESS MANAGEMENT

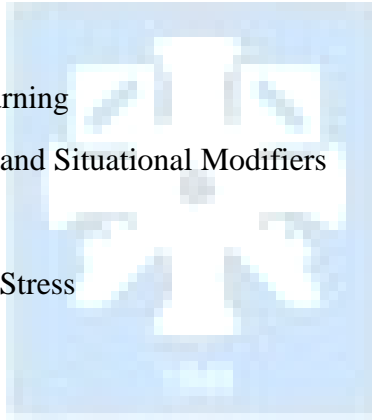
[3 Credits]

Objectives:

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

Topics:

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



VI.20 TRANSACTIONAL ANALYSIS

[3 Credits]

Objectives:

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

Topics:

- 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



VI.21 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

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.

VII HUMAN RESOURCE MANAGEMENT

VII.1 HUMAN RESOURCE MANAGEMENT

[2 Credits]

Objective:

Many managers now recognize that sustainable competitive advantage comes not from having state-of-the-art technology, ingenious product design, or best marketing strategy but from managing people effectively. However reality remains many organizations fail in effective human resource management practices. This course is designed to help participants to systematically think of managing organization's human resource assets and to implement policies to achieve competitive edge through people.

Session Plan

Session No.	Topic	Book Chapter
1-2	Introduction Managing Human Resources Today	Chapter 1, 2 & 11 Case: Domestic Auto Parts
3	Human Resource Planning	Chapter 3 Class Exercise: Mahananda Mittens Class Exercise: JD&JS
4-5	Employee Selection	Chapter 4 Class Exercises
6	Performance Management and Appraisal Performance Counseling Compensation Management	Chapter 6 & 7
7	Training and Development Training on Managing Diversity at Workplace	Chapter 5 & 8

Human Resource Management (Industrial Relations)

Course Objectives:

The learning goals associated with this course are to:

- Understand the working of the institutions in industrial relations in India

- Comprehend the dynamics of industrial relations environment by studying the contemporary developments
- Understand the practical impacts of the workplace industrial relations strategies
- Analysis of dynamics of employment relations strategies that contribute to business performance and effectiveness
- To develop the basis for building core capabilities associated with the management of work and employment relations, including negotiation, managing discipline, grievances, problem solving, the management of workplace change, and conflict management

Teaching Sessions: Sessions	Topic (s)
1	(a) Introduction & Approaches (Unitary, Pluralistic, Class Conflict, Gandhian) to Industrial and Employment Relations (b) Basic Aspects of Industrial Relations in India
2	(a) Trade Unions in India (b) BSWU – A case of independent trade union in India (c) MRF United Workers' Union
3& 4	Industrial Conflict & Disputes (a) Legal and Conceptual Framework and its Incidence (b) Two case studies, viz. HMSI, Maruti Suzuki Conflicts
5	Collective Bargaining in India
6	Workplace discipline and domestic inquiry

VIII. PRODUCTION, OPERATIONS & DECISION SCIENCES

VIII.1 OPERATIONS MANAGEMENT – I

[3 Credits]

Objectives:

To get acquainted with the basic aspects of Production / Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organisations where the decision-making element is emphasized; for instance, what type of Production System fits which type of Production Process, which layout is aligned to what Production System, how one decides on the location of a plant, and so on.

Topics / Contents:

- History and Overview of Production Management
- Types of Production Processes
- Process Analysis
- Process Analysis - contd.
- Time Study, Method Study and Work Measurement
- Methods Study, Motion Study and Work Measurement - contd.
- Layout Planning
- Location Analysis & Capacity Planning
- Product and Process Design
- Deterministic and Probabilistic Inventory Management models
- Purchasing and Warehousing
- Value Analysis

VIII.2 OPERATIONS MANAGEMENT – II

[3 Credits]

Objectives:

To get acquainted with the tactical and operational issues of Operations Management. The course attempts to discuss various important concepts of Operations Management which are necessary for short to medium term. In the exposition of the topics of the course, the primary focus is given to bring out the decision making element, for instance how to decide on various managerial decision making on issues like waiting line, production planning, supply chain, service operations etc., various operational aspects like, forecasting, TOC, reliability analysis,, lean, quality etc, .

Topics

- Forecasting
- Waiting Line Management
- Theory of Constraints (TOC)
- Total Productive Maintenance (TPM)
- Reliability Analysis
- Learning Curve
- Scheduling
- Aggregate Production Planning (APP)
- Material Requirements Planning (MRP)
- Quality Control and Management
- JIT and Lean manufacturing
- Service Operations Management
- Supply Chain Management



VIII.3 OPERATIONS RESEARCH

[2 Credits]

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. A certain level of mathematical hands-on expertise will be required to ensure understanding of the tools in operations research. While quantitative tools will be used to develop the understanding of the complex business situations, the course will aim to develop the management decision-making ability.

Lecture No.	Topic
1.	Introduction
2.	Linear Programming: Mathematical Formulation
3.	Linear programming: An Algebraic Approach
4.	Linear Programming – The Graphical Solution
5	Linear Programming – The Simplex Method
6.	Linear Programming- Problem Solving,
7.	Duality and Sensitivity Analysis
8.	Transportation Problem
9.	Assignment Problem
10.	Multi-objective decision making(MODM)
11.	Goal Programming
12.	Interactive and Non-interactive methods in MODM
13.	Multi-attribute decision-making(MADM)

VIII.4 QUANTITATIVE TECHNIQUES – I

[3 Credits]

Course Description: Concepts of probability; random variables and their properties; decision making under uncertainty; applications of the concepts in real life situations, primarily with a focus on management related situations.

Course objective: The purpose of the course is to introduce the students to the management of uncertainty in managerial decisions. In this course, we shall discuss situations where uncertainty plays a role in the decisions involved and where the assessment of uncertainty becomes imperative. We shall also go over technical aspects like axioms of probability, probability computations, probability distributions, summary measures of probability distributions etc., along with a brief discussion of decision theory.

The technical part of the course is developed through a series of problems. Many of these problems can be intuitively solved. While the students will be encouraged to develop their intuition, it is also expected from them to try to obtain a rigorous framework for handling such problems, with the goal to develop skills to deal with more complex situations. The concepts are intuitive, but to master them the students will need systematic study.

The textbook will be an important tool in developing the intended skillset. The students will be expected to read and understand the suggested parts of the text on their own and develop their skills to solve the problems given in the book, and in class.

Session No(s)	Session Topic	Course Learning Objectives	Chapters from Course Textbook and Reading Material other than Case Studies	Pedagogy (Case Studies/ in-class exercise/ questionnaire/ presentations)
1	Introduction	Basics of Data Analysis, Introduction to R	Class Handout	Lectures
2-5	Theory of probability	a) Different approaches to probability b) Computation of probability c) Conditional probability and independence d) Bayes' rule and consequences e) Sequence of events	Ch. 1 of text	Lectures/in class exercise/case analysis
6-9	Univariate Discrete Distributions	a) Random variables b) Discrete random variables: concepts of p.m.f. and c.d.f.	Ch.s 2 and 3 of text (skip Sections 2.2, 2.3 and 3.3)	Lectures/in class exercise

		<p>c) Concepts of expectation, variance and standard deviation</p> <p>d) Standard discrete random variables: binomial, Poisson, geometric, negative binomial and hypergeometric</p>		
10-12	Joint and Conditional Distributions (Discrete Variables Only)	<p>a) Joint, marginal & conditional distributions.</p> <p>b) Multinomial distribution.</p> <p>c) Expectation and variance of sum of random variables.</p> <p>d) Covariance.</p>	Ch. 6 of text (skip Sections 6.3 and 6.5)	Lectures/in class exercise
13-15	Univariate Continuous Distributions	<p>a) Continuous random variables: concepts of density, c.d.f. and quantiles</p> <p>b) Standard continuous random variables: uniform, normal, exponential and gamma</p>	Ch. 4 of text	Lectures/in class exercise
16-17	Central Limit Theorem	<p>a) Idea of random sampling.</p> <p>b) Central limit theorem and applications.</p>	Sections 2.2, 2.3 and 3.3 of text	Lectures/in class exercise
18-20	Decision Theory	<p>a) Decisions under uncertainty</p> <p>b) Sequential decision making: decision tree</p> <p>c) Expected value of perfect information and expected value of sample information</p>	Class Handout	Lectures/in class exercise

VIII.5 QUANTITATIVE TECHNIQUES – II

[3 Credits]

Course Description:

Statistical inference is the process by which we draw a conclusion about some measure of a population based on a sample value. The measure might be a parameter, such as the average or mean amount of money that consumers plan to spend on a new car, or an attribute, such as the percent of consumers favouring foreign cars to indigenous ones. The purpose of sampling is to estimate these characteristics for the population from which the sample is selected. sample information may be used for either of two purpose – reporting or decision making. Tests of hypothesis are the means of doing this and they will constitute a major topic to be discussed in this term. We will cover both parametric and non-parametric inference in this regard.

Course Learning Objectives:

- (a) to appreciate the structure, concepts, and tools of statistical inference.
- (b) to clearly formulate the business research question as a testable hypothesis.
- (c) to select an appropriate statistical test for examining the research question.
- (d) proper interpretation and application of test results.
- (e) To provide necessary computing skills using the software R.

Session No(s)	Session Topic	Course Learning Objectives
1-2	Introduction to sampling	(a)Population, Sample. (b) Sampling Techniques: Random Sampling; Non-Random Sampling.
3-4	Point Estimation	(a)Basic concepts of point estimation. (b)Method to obtain point estimates.
5-6	Interval estimation	(a) Sampling distribution of sample mean and sample proportion. (b)Basic concepts of confidence interval. (b) Margin of error. (c) Confidence interval for population mean, population variance and population proportion.
7-8	Testing of hypotheses	(a)Basic idea of testing of hypotheses. (b)One sample tests for population mean, population proportion and population variance.
9-10	Inference with two samples	(a)Hypothesis testing for comparison of two population means, variances and proportions. (b)The paired t test for matched samples. (c)Confidence intervals for the difference of two means, variances, and proportions.
11-12	More than two populations	(a)Comparison of K means (ANOVA). (b)K proportions (Chi-square test). (c)K variance (Bartlett test).

13	Non-parametric tests	(a)Chi-square Goodness-of-fit test, test of independence. (b)Mann-Whitney test; Wilcoxon signed-ranks test. (c)Kruskall-Wallis test.
14-15	Introduction to regression	(a)Concept of correlation and scatter plot (b) Basic concepts of regression, assumptions, least-squares estimation. (c)Regression t-test, ANOVA, R^2 .
16-18	Multiple Regression	(a)Model building, significance tests, residual analysis, interpretation of output. (b)Dummy variables. (c)Interaction terms. (d)Selection of variables.
19-20	General linear model	Logistic regression, Confusion matrix, ROC Curve



VIII.6 ADVANCED INVENTORY CONTROL

[3 Credits]

Objectives:

To treat the subject in depth by emphasizing on the practical aspects and the latest developments in the field.

Topics:

- Introduction to Scientific Inventory Management
- Advanced Forecasting Methods
- Static and Dynamic Inventory Control Models
- Materials Requirement Planning (MRP)
- Just-in-Time Inventory Systems
- Multi-Echelon Inventory Systems
- Simulated Inventory Systems



VIII.7 ADVANCED OPERATIONS RESEARCH

[3 Credits]

Objectives:

- To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate
- To introduce some widely advanced operations research models. Your understanding of these models should allow you to communicate with persons who run them and to evaluate the results they present to you.
- To provide advanced tools that you can use to solve such management problems yourself.

Topics:

1. Review of Basic Operations Research techniques
2. Advanced Linear Programming Methods
 - Simplex Directions and Matrix method of solving Linear Programming Problems (LPP)
 - Bounded Variables Techniques in Solving LPP
 - Revised Simplex Method
 - Interior Point Methods of solving LPP (Karmarkar's Method)
 - Chance Constrained Linear Programming
3. Stochastic Processes
 - Introduction
 - Markov Processes
 - Martingales
 - Random Walk
 - Brownian Motion
 - Queuing Processes
5. Non Linear Programming
 - Classical Optimization
 - Quadratic Programming
6. Non Linear Dynamic Programming
7. Game Theory
 - Game with Pure Strategies
 - Game with Mixed Strategies
 - Linear Programming Approach to Game Theory
 - Games with Complete Information
 - Games with Incomplete Information
 - Fuzzy Logic and Systems
 - Fuzzy Multi Criteria Decision Making
 - Multi-objective Fuzzy Linear Programming
8. OR in Practice: A soft Approach

VIII.8 DEMAND AND BUSINESS FORECASTING

[3 Credits]

Aim and Objective:

A good demand forecast is central to the smooth functioning of any organization which helps them for their production planning, distribution planning, better inventory management and workforce planning. Generating accurate forecasts is a challenging task as it depends upon a lot of factors like data quality, appropriate choice of algorithms, appropriate choice of Demand Forecasting Units (DFU's) etc. Not only that, demand forecasting also gets affected by a number of other external factors which might not be under the purview of the firm. This course intends to introduce the students with the Demand Forecasting process as being undertaken in industries being supplemented with a number of advanced statistical techniques. The course also aims at introducing software package R for all the statistical analyses. The learning goal that this course incorporates is Decision Making. It is evaluated through written tests and assignments.

Course Content

- **Overview of Demand Forecasting**
 - ✓ Role of Demand Forecasting in Industries
 - ✓ Concept of DFU
- **Overview of Forecasting Methods**
 - ✓ Qualitative Methods
 - ✓ Quantitative Methods
- **Quantitative Techniques**
 - ✓ Introduction to Forecasting Models
 - ✓ Selecting a forecasting Technique
 - ✓ Time Series Analysis 2
 - ✓ Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations
 - ✓ Time Series Forecasting Methods
 - ✓ Moving Averages, Classical Decomposition Methods, Exponential Smoothing, Holt's and Winter's Models
 - ✓ ARMA, ARIMA, SARIMA, RegARIMA, and other Advanced Techniques
 - ✓ Forecasting for Intermittent demand
 - ✓ Croston's Method
 - ✓ Syntetos-Boylan Correction
 - ✓ Forecasting techniques for New Products
 - ✓ Bass Diffusion Model
 - ✓ Regression Based Models
- **Use of Software Packages for Forecasting**
 - ✓ Excel, R

IV.9 DIGITAL PRODUCT MANAGEMENT: CONCEPT TO COMMERCIALIZATION

[3 Credits]

Course Objective:

With the advent of digital economy fuelled 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 conceptualisation, 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	Module	Topics
1	Digital product management framework	<ul style="list-style-type: none">• Concept of a digital product and its difference with software and physical products• Product ownership vs. product management
2	Digital product management framework	<ul style="list-style-type: none">• Principles of systems thinking and its application in digital product creation• Systems thinking processes and framework• Peter Checkland's SSM Methodology
3	Digital product management framework	<ul style="list-style-type: none">• Visualizing Digital Product Creation• Translating a digital business idea to a digital product• Identifying a Potentially Viable Digital Product Gap• Proof of concept, Prototype and Minimum Viable Product (MVP)
4	Digital product management framework	<ul style="list-style-type: none">• Applying Customer Journey Maps• Principles of user experience (UX) and user interface (UI)• Krugs Law• Jacob Nielson's 10 principles of user interface (UI) design

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

Session	Module	Topics
		<ul style="list-style-type: none"> • Get basic exposure of MS Azure or AWS DevOps for product release
15	Learning tools and technology	<ul style="list-style-type: none"> • Deconstructing the Digital Product • Development and Application Journey through Digital Product Cloning
16	Learning tools and technology	<ul style="list-style-type: none"> • Development and Application Journey through Digital Product Cloning
17	Financial considerations for digital products	<ul style="list-style-type: none"> • Investment Planning & Development Cost Budgeting • Estimating the RoI of Digital Products
18	Financial considerations for digital products	<ul style="list-style-type: none"> • Digital Product Funding Lifecycle & Funding Series • Pricing & Valuation of Digital Products
19	Learning from Practising Product Managers	<ul style="list-style-type: none"> • MVP pitch presentation and evaluation in presence of industry and faculty panel
20	Learning from Practising Product Managers	<ul style="list-style-type: none"> • MVP pitch presentation and evaluation in presence of industry and faculty panel

VIII.10 ENTERPRISE RESOURCE PLANNING

[3 Credits]

Course Objective:

This Course is intended for

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

Session	Topics
1.	ERP Then and Now – A Manager’s Perspective - I
	What defines an ERP – concept of “integration”, “parameterisation” and standardization
	Difference between “configuration” and “customisation”
	Transformational impact of ERP on business and IT industry
	Benefits of ERP
	Critical Success Factors of an ERP
2.	ERP Then and Now – A Manager’s Perspective – 2
	ERP and Organisational Change
	ERP Selection
	The Disruptive Forces
	Future of ERP
3.	SAP Fundamentals
	Understanding SAP terminology
	Modules of SAP
	SAP products
	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.11 DIGITAL TRANSFORMATION STRATEGY

[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 strategies.

- Creating your Digital Assets that are engaging and user friendly.
- 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.
- Developing a basic understanding of digital revolution and write actionable objectives for digital initiatives.
- How to start off a web-based venture, gain experience driving traffic to a website, critically evaluating what was effective and what was not.
- Leveraging web analytics for attracting customers and boosting revenue.
- Leveraging the social media to gain visibility.
- Mobile Machines and the “Internet of Things”
- Big Data Analytics and IoT
- AI and Machine learning
- Digital Transformation

Course Contents:

Session	Topics	Learning Goals/Dimensions of Learning Goals
1	Introduction to SMAC stack, background and current status Case: Orange Mart	Communication: Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose
2 & 3	Leading Digital and Digital Mastery Infrastructure Case: Lemons & Melons Inc.	
4	<i>Social Strategies/Social economy that work</i>	

5	Assignment-1: Case discussion & Assignment presentation in group	
6 & 7	<p>Mobile</p> <p>6. Mobile Payments a Framework for Success</p> <p>7. Case: Starbucks Canada: The Mobile Payments Decision</p> <p>8. Smoothpay: Growing a Mobile Payment User Base</p> <p>9. Paytm: Targeting more Pockets for Mobile Wallet</p> <p>10. RBC: Mobile Wallet</p>	Continual Process: Cases can be changed/added when the course will be offered
8 & 9	<p>Cloud Strategies</p> <p>7. Cloud Computing Primer for 2018</p> <p>8. Preparing for the Future: Understanding the Seven Capabilities of Cloud Computing</p> <p>9. Case: Blazeclan Technologies: Cloud Computing Adoption in India</p> <p>10. Case: The HP Helion Proposal</p> <p>11. Case: Fintech: Choosing a Cloud Services Provider</p> <p>12. Case: VMware and the Public Cloud A&B</p>	
10, 11, & 12	Business Analytics/ Big Data Analytics	Visiting faculty from Industry will conduct 10 sessions
13 & 14	<i>Midterm project:</i> Multiplier effect of SMAC	
15 & 16	AI & Machine Learning applications in business	
17 & 18	IoT models and applications	
19 & 20	Digital Transformation	

The course materials will primarily be posted on AIS. In addition, there are some Harvard Business Publishing cases will be discussed and those cases will be posted in AIS.

VIII.12 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

[3 Credits]

Objectives and Learning Goals of the Course :

- To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.
- To incorporate and learn the critical elements of Logistics and Supply Chain Management processes
- To give students an appreciation that the process by which appropriate decisions are made often requires not only technical competencies from those individuals involved, but also requires them to possess competencies of a more managerial nature; and vice versa.
- To equip students with the required depth and balance of technical and managerial competencies such that they will be able to function successfully in their chosen field
- Overall, to give a frame of reference for logistics and supply chain management - to give knowledge of the functions of the logistics and supply chain systems -to give knowledge of the relations of the logistics and supply chain systems to its environment - to give knowledge of the management and the operations

COURSE COVERAGE:

Introduction to Logistics and Supply Chain Management (Sessions 1-3)

- An Overview, definition of logistics and the concept of logistics and supply chain management,
- Logistics system's relations to its environment and to other functions in the organization and to other organizations
- Elements of logistics and different approaches
- Different views of Supply Chain Management
- Process View of a Supply chain
- Typical supply chain problems
- Key driving forces
- Efficiency and Responsiveness and achieving strategic fit

Cases: Sport Obermeyer, Seven-Eleven Japan

Purchasing and Supply Chain Management (Sessions 4-7)

- Role of Sourcing and Purchasing
- Supplier Selection and Contracts
- Supplier Relationship Management
- Procurement Process

Cases: Buyer-Supplier Relationships

Mars Incorporated

Game Negotiation Game

Planning and Managing Inventory in a Supply Chain (Sessions 8-12)

- Role of Cycle Inventory
- Economies of Scale to exploit Fixed costs
- Economies of Scale to exploit Quantity Discounts
- Estimation of Inventory costs
- Safety Inventory, its levels and Risk Pooling

- Impact of aggregation
- Bullwhip Effect and Order Variability
- JIT , MRP and multi-echelons in a Supply chain Network
- Replenishment Policies under various Pull and Push Systems
- Optimal Levels of Product availability

Cases: Gentle Electric Company

Barilla Spa A,B and C

Merloni Elettrodomestici Spa-The Transit Point Experiment

Scientific Glass Company

Warehousing Decisions and Facilities location in a Supply Chain Network (Sessions 13-16)

- Nature and importance of warehousing
- Warehousing location decisions and operations
- Layout and Space decisions in warehousing

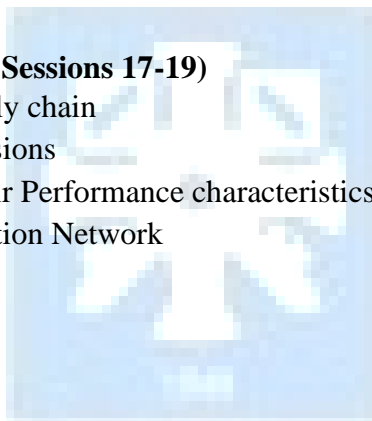
Cases: Superior Medical Company

Karnataka Engineering Company

Usemore Soaps

Transportation and Network Design (Sessions 17-19)

- Role of Transportation in a Supply chain
- Factors affecting Transport Decisions
- Modes of Transportation and their Performance characteristics
- Design options for as Transportation Network
- Trade-Offs in transportation,
- Transportation pricing issues,
- Transportation strategy
- 3PL and 4PL alternatives



Cases: Orion Foods

Fowler Distributing Company

R&T Retailers

Organisation of Supply Chain (Session 20)

- Supply Chain synchronization and Coordination
- Supply Chain Performance Measurements and Benchmarking
- Supply Chain Disruptions and Risks

VIII.13 MACHINE LEARNING FOR BUSINESS ANALYTICS

[3 Credits]

Objectives:

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.

Upon successful completion of the course, a student should

- Identify the use of business intelligence and data mining in different business applications.
- Explain and apply predictive and descriptive analytics to analyse real life business problems.
- Apply knowledge in building analytical applications.
- To understand the role of big data in business decision making.

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] Chapter 1-2 [1]
8.	Introduction to Statistical Modelling, Machine Learning	
9-13	Supervised Learning using R	Chapter 3 [2]

	<ul style="list-style-type: none"> • K-NN • Decision Tree • Neural Network • Naïve Bayes 	Case: Bank customer attrition analysis 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] Case: Bigbasket
19-20	Advanced Data Mining: Text Analytics	Chapter 9[4]



VIII.14 MATERIALS MANAGEMENT

[3 Credits]

Objectives:

While the principal objective of this course is to familiarise the students with various facets of materials management, the course has been designed in such a manner so as to bring the students closer to the advanced and recent techniques in materials management. It will develop the skills necessary in the present dynamic environment. The course also aims to provide an opportunity to understand the crucial importance of materials management functions vis-a-vis other functional activities in any organisation.

Topics:

1. Introduction and Objectives
2. Materials Management Concepts and their Importance
 - Integrated Materials Management, Profit Centre Concept
3. Purchasing Function
 - Objectives, Scope and Importance, Organisation for Purchasing, Centralisation vs. Decentralisation, Delegation of Powers, Purchasing Cycle Elements and their Importance, Purchase Policies and Procedures
4. 5Rs of Purchasing and Related issues
 - Technical, Commercial and Legal Aspects of Purchasing
5. Contracts Management
6. Make or Buy decisions
7. Import Policy and Procedures
 - Capital Goods and Project Imports, Spares, Consumables and Components, Specific Licensing Provisions
8. Project Buying and Related Aspects
9. Vendor Rating and Source Location
10. Negotiations in Purchasing
11. Outsourcing Management
12. Stores Function
 - Relevance and Importance
 - Objectives
 - Stores Identification System and Codification
13. Stores Procedures and Organization
 - Inspection and Handling, Storage Procedures, Security, Stores Issues and Receipts
14. Inventory Valuation

VIII.15 PRODUCTION PLANNING AND CONTROL

[3 Credits]

“Decision Making: i.e. the ability to generate alternative solutions to a problem and take an integrated approach to purposefully narrow down to an optimum solution”. This learning goal dimensions that would be assessed is as below:

1. Analysis of information: The course would assess the students’ ability to analyze the qualitative and quantitative information in the cases given to them during the projects.

Topics:

- * Introduction to Production Planning (Session 1)
- * Process Modeling and Analysis (Session 2,3)
- * Process Analysis using Cases in Production and Service Areas (Session 4-7)
- * Analyzing Operations (Session 8)
- * Inventory Control (Session 8,9)
- * Simulation Basics (Session 10)
- * Simulator (Session 11)
- * Application of Simulation to Process Analysis (S 12)
- * Hands on use of Simulation Software (EZSIM/ARENA)(Session 13-16)
- * Production/Supply Chain Interface (Session 17-18)
- * Manufacturing Resource Planning (Session 19)
- * Just in Time (Session 20)

VIII.16 PROJECT MANAGEMENT

[3 Credits]

Background and Course Objectives:

A core skill required for managers is to be able to implement projects. Apart from infrastructure and IT projects, the skill of project management is required to implement any organizational change. The course focusses on the basic tools and techniques needed to manage projects. A large proportion of projects incur time and cost overruns for various reasons. On many occasions multifold increase in gestation period and project cost causes massive organizational losses besides tarnishing the credibility of the project leaders. After the selection of the projects, suitable techniques need to be used for successful completion of various stages of the projects. This application-oriented course will provide valuable tools for executing projects. The systematic approach towards project risk analysis and project management techniques will prepare project managers to enhance their skills in managing projects. The course shall expose the student to the use of computer aided project management tools used in the industry,

Session Wise Coverage (Tentative)

Session Coverage

Module 1 Introduction to Project Management

- Charters, Trade off Triangle, Risk management, Stakeholders

Module 2 Project Management- Some History and Basic Concepts

- The need for a separate technique
- Definition of a project and PMI processes
- Network Methods
- Terminology
- Representation Methods

Module 3 Computer Aided Project Management

- Reading the output of computer aided tools
- Hands on use of MS Project
- Technological Schedules
- Checking Schedules

Module 4 Resources

- Modeling resources on MS Project
- Resource Graphs
- Resource Levelling
- Sensitivity

Module 5 Monitoring Projects

- Baseline, Updating Tasks and Projects
- Earned Value Management

Module 6 Stakeholder Management in Projects

- Identifying
- Classifying
- Updating the Stakeholder engagement plans

Module 7 Risk Management in Projects

- Tools and Techniques
- PERT and use of PERTMASTER

Module 8 Managing a Project: learning by Simulation

Module 9 Student Project Presentation

***** Please note that the above session plan is tentative and may change as the course progresses.**

Other Course Policies:

- Students are expected to bring to class their laptops (with MS Project loaded) and their handouts

VIII.17 SERVICE OPERATIONS MANAGEMENT

[3 Credits]

Course Objectives and Learning Goals

This course introduces the basic principles of service operations management employed firms. Service Operations is typically different from the manufacturing operations as the production and consumption of services act simultaneously. Service refers to an act that is done to or for the consumer and is dispensed through a service delivery system by a service provider. Additionally, the peculiar characteristics inherently present during the disbursement of services makes it worthwhile to study separately. This particular study of design and operation of services from various real life problems is termed as service operations management. This course is designed to academically familiarize the student to basic concepts in service operations management and their associated utilities. The course envisages to provide a general idea about the subject using conceptual learnings and analytical models. The learning goals for the course can be summarized as follows:

- ✓ Understand the fundamentals of service operations management and its importance in the economy.
- ✓ Understand the concepts introduced in the subject and their application in various activities carried out in service sector.
- ✓ Apply various analytical models in the course of study to enable the students to get a grasp over the subject that will be helpful in future endeavours.
- ✓ Carry out a project using their own industry experience along with the learnings from the course.

IV. Course Outline

Session #	Topic	Details	Readings
1	Introduction to Service Economy	<ul style="list-style-type: none">• Distinctive characteristics of service operations• Service package• Service process matrix	Case: Reading: Schmenner, R. W. (1986). How can service businesses survive and prosper. <i>Sloan management review</i> , 27(3), 21-32 Chase, R. B., & Apte, U. M. (2007). A history of research in service operations: What's the big idea?. <i>Journal of Operations Management</i> , 25(2), 375-386
2	Service Strategy:	<ul style="list-style-type: none">• Strategic service vision<ul style="list-style-type: none">○ Service delivery system○ Operating strategy○ Service concept• Strategic role of information in services	Case: Reading: Rosenzweig, E. D., Laseter, T. M., & Roth, A. V. (2011). Through the service operations strategy looking glass: Influence of industrial sector, ownership, and service offerings on

		<ul style="list-style-type: none"> • Virtual value chain • Economics of scalability • Stages in service firm competitiveness 	<p>B2B e-marketplace failures. <i>Journal of Operations Management</i>, 29(1-2), 33-48</p> <p>Voss, C., Roth, A. V., & Chase, R. B. (2008). Experience, service operations strategy, and services as destinations: foundations and exploratory investigation. <i>Production and operations management</i>, 17(3), 247-266</p>
3	New service development	<ul style="list-style-type: none"> • Innovation in services • NSD 	<p>Reading: Bitner, M. J., Ostrom, A. L., & Morgan, F. N. (2008). Service blueprinting: a practical technique for service innovation. <i>California management review</i>, 50(3), 66-94</p> <p>Karmarkar, U. S., & Apte, U. M. (2007). Operations management in the information economy: Information products, processes, and chains. <i>Journal of Operations Management</i>, 25(2), 438-453</p>
4	Service Costs	<ul style="list-style-type: none"> • Service Production Costs • Service Distribution Costs • Total Cost Functions 	Reading material to be provided separately as lecture notes
5	Service Pricing	<ul style="list-style-type: none"> • Optimal Service pricing in constant quality services like Bus Fares • Optimal Service Pricing in Location Specific Services like Medical Clinic • Optimal Pricing in Hired Services 	Reading material to be provided separately as lecture notes
6-7	Service Competition	<ul style="list-style-type: none"> • Optimal Market Areas • Location Patterns and spatial competition • Hotelling model etc. 	Reading material to be provided separately as lecture notes
8-9	Service Facility Planning	<ul style="list-style-type: none"> • Centre of Gravity Method • Median Method • Huff Model • Location Set Covering for Multiple Locations 	Reading material to be provided separately as lecture notes

10-11	Service Demand Management	<ul style="list-style-type: none"> • Static Model of Overbooking • Introduction to Dynamic Models • Advance booking models • Introduction to Dynamic Pricing 	Reading material to be provided separately as lecture notes
12-13	Yield Management	<ul style="list-style-type: none"> • Peak load pricing • Multi-season pricing 	Case: Equuleus Car Sharing Inc. Reading material to be provided separately as lecture notes
14-15	Queuing Models	<ul style="list-style-type: none"> • Markovian Queuing Models • General Queuing Models 	Supplementary Reading from Chapters of Shortle, J. F., Thompson, J. M., Gross, D., & Harris, C. M. (2018). <i>Fundamentals of queueing theory</i> (Vol. 399). John Wiley & Sons.
16-17	Analysis of Specific Service Operations	<ul style="list-style-type: none"> • Pricing and Products in Airlines Industry • Pricing and Products in Hotels • Pricing and Products in Tour Operators • Public roads and congestion 	Supplementary Reading from Chapters of Shy, O. (1995). <i>Industrial organization: theory and applications</i> . MIT press.
18	Electronic Interface of Services	<ul style="list-style-type: none"> • Introduction to multi-sided markets 	Hagiu, A., & Wright, J. (2015). Multi-sided platforms. <i>International Journal of Industrial Organization</i> , 43, 162-174
19	Service Outsourcing Contracts	<ul style="list-style-type: none"> • Fixed price contracts • Time-expense contracts • Value based contract 	Roels, G., Karmarkar, U. S., & Carr, S. (2010). Contracting for collaborative services. <i>Management Science</i> , 56(5), 849-863
20	Project Presentations		

VIII.18 SUPPLY CHAIN ANALYTICS

[3 Credits]

Objectives: To impart important techniques and tools in the Supply Chain decision areas
COVERAGE

Warehousing Decisions

- Considerations in Location Modelling
- Basic Methods like COG, MCOG etc.
- Guided LP Approach
- Balmer-Wolfe Method
- Discrete Location Modelling and Mathematical Programming Models
- Greedy Drop Heuristics
- Space Determination
- Layout Configurations
- Space Allocations and Layout
- Dynamic Location Models
- Use of SITATION Software
- Inventory Management
- Inventory Aggregation Models (Complete and Tailored)
- Inventory under Probabilistic Environment and Stochastic Inventory systems
- Dynamic Lot sizing Models
- Aggregate Inventory system and use of LIMIT (LOT SIZING INVENTORY MANAGEMENT INTERPOLATION TECHNIQUE)
- Use of Lagrangian Multipliers in Inventory Decisions
- Multi-Echelon Inventory models
- Risk Pooling
- Stochastic Inventory Systems

Transportation Network Models

- Notion of Graphs
- Minimal Spanning Tree
- Shortest Path Algorithms
- □ -Labeling
- □ -Dijkstra
- □ -Floyd
- Maximal Flow Problems
- Multistage Transshipment and Transportation Problems
- Set covering and Set Partitioning Problems
- Traveling Salesman Algorithms
- Advanced Vehicle Routing Problems and Heuristics
- Scheduling Algorithms-Deficit function Approach and Linking Algorithms

Multicriteria Decision Making (AHP, TOPSIS,Fuzzy AHP, Fuzzy TOPSIS etc.)

Data Envelopment Analysis

VIII.19 TECHNOLOGY MANAGEMENT

[3 Credits]

Objectives:

The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.

Topics:

1. Evolution of Technology; Effects of New Technology
2. Technology Innovation
 - Invention-Innovation-Diffusion
 - Revolutionary and Evolutionary Innovation
 - Product and Process Innovation
3. Strategic Implications of Technology
 - Technology - Strategy Alliance
 - Convergent and Divergent Cycle
 - The Balanced Approach
4. Technology Assessment
 - Technology Choice
 - Technological Leadership and Followership
 - Technology Acquisition
5. Technological Forecasting
 - Exploratory : Intuitive, Extrapolation, Growth Curves, Technology Monitoring
 - Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
6. Diffusion of Technology
 - Rate of Diffusion; Innovation Time and Innovation Cost
 - Speed of Diffusion
7. Technology Indicators
 - Various Indicators
8. Organisational Implications of Technology
 - Relationship between Technical Structure and Organisational Infrastructure
 - Flexible Manufacturing Management System (FMMS)
9. Financial Aspects in Technology Management
 - Improving Traditional Cost Management System
 - Barriers to the Evaluation of New Technology
10. Social Issues in Technology Management
 - Technological Change and Industrial Relations
 - Technology Assessment and Environmental Impact Analysis

11. Human Aspects in Technology Management

- Integration of People and Technology
- Organisational and Psychological Factors
- Organisational Outcome

12. Technology Transfer

13. Technology Management Scenario in India



VIII.20 THEORY OF CONSTRAINTS

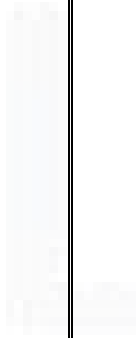
[3 Credits]

Objective:

- a) Understand fundamentals of Theory of Constraints.
- b) Appreciate the Thinking Process of Theory of Constraints.
- c) Application of these concepts in various aspects of business
 - Operations
 - Finance and measurements
 - Supply Chain
 - Project Management
 - Strategy and Tactics

Session	Topic	Content
1	Introduction to TOC	<ul style="list-style-type: none">• Course outline & expectations• Params 310 & 312 assignment (operations simulation)• Goal Movie
2 - 5	TOC in Operations	<ul style="list-style-type: none">• Discussion on Params 310 & Learning• Goldratt Satellite Program on Operations• Theory on TOC in Operations – appreciation of variability & dependency• Params all other plant layouts
6	TOC – Thinking Process	<ul style="list-style-type: none">• Concept and Case study
7 - 9	TOC – Finance & Measurements	<ul style="list-style-type: none">• Goldratt Satellite Program on Finance• Measurements• Quiz & Case Study
10 - 13	TOC – Supply Chain Management	<ul style="list-style-type: none">• TOC Insights in Supply chain• Beer Game and implication• Project: Build Solution for any specific case
14 - 18	TOC – Project Management	<ul style="list-style-type: none">• Coin game• Concepts of TOC in Project Management• Card Game for release control• Applications and solution design

19 - 20	Strategy & Tactic	<ul style="list-style-type: none">• Goldratt Satellite Program on Strategy & Tactic• N&S of Strategy and Tactic• N&S of Technology



VIII.21 TOTAL QUALITY MANAGEMENT

[3 Credits]

Objective:

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 optimisation", *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 BUSINESS AND SUSTAINABILITY

[3 Credits]

Course Objectives and Assurance of Learning Goals:

At the end of the course, students 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 managerial decisions to create “shared value” for inter and intra-generational equity.
- Develop a familiarity with the various tools and frameworks that will enable business leaders to integrate SD concerns into business decision making for win-win outcomes.

Standard Text Book/reference material

*Soft copies of basic reading materials or URLs of important resources will be provided as and when required.

Sessions 1, 2	<p>What is Sustainable Development?</p> <ul style="list-style-type: none"> • Growth Vs. development • Complexity of inter and intra-generational equity • Strong sustainability Vs. weak sustainability • Concept of externalities and stakeholders • Marginal Abatement costs Vs. Marginal social costs • Friedman Vs. Freeman Vs. Shared value creation models • Why is it time to leave GDP behind <p>What is Corporate Sustainability?</p> <ul style="list-style-type: none"> • How is it different from Sustainable Development? • Relevance of Corporate Sustainability in a globalized economy • Drivers of corporate Sustainability <p>Policy approaches to sustainability management</p> <ul style="list-style-type: none"> • Precautionary principle • Command and control • Market based approaches <p>Readings</p> <ol style="list-style-type: none"> 1. Introduction to Sustainability: Humanity and the Environment 2. Time to leave GDP behind (2014). Volume 505, Nature.
Session 3, 4	<p>Sustainability management tools and systems concepts</p> <ul style="list-style-type: none"> • Environmental Impact Assessment (www.iaia.org) • Social Impact Assessment http://mckinseysociety.com/social-impact-assessment • Circular Economy & industrial ecology (http://www.ellenmacarthurfoundation.org/circular-economy) • Life Cycle Assessment (The International Journal of Life Cycle Assessment, Springer)

	<ul style="list-style-type: none"> • Environmental Managements Systems - ISO 14001 (http://www.iso.org/iso/home/standards/management-standards/iso14000.htm) • Designing for Sustainability (http://www.d4s-de.org) • Extended Product Responsibility (http://www.greenpeace.org/international/PageFiles/24472/epr.pdf) • Global Reporting Initiative (https://www.globalreporting.org) • Carbon disclosure project (www.cdp.net)
Session 5	<p>Ecosystem services & corporate performance</p> <ul style="list-style-type: none"> • Risks & opportunities arising from ecosystems change • Corporate ecosystem services review • Emerging markets for ecosystem services • Net Present Value of forests and CAMPA <p>Readings</p> <ol style="list-style-type: none"> 1. Central Empowered Committee (2006). Calculation of net present value (NPV) payable on use of forest land of different types for non-forest purposes 2. http://envfor.nic.in/content/report-revision-rates-npv-applicable-different-classcategory-forests-comments-invited
Sessions 6	<p>Operations & Supply Chain Sustainability</p> <ul style="list-style-type: none"> • Why sustainability is now the key driver of innovation? • Integrating sustainability into supply chain management: Environmental Profit & Loss Accounts <p>Readings</p> <ol style="list-style-type: none"> 1. Decoupling 2: technologies, opportunities and policy options 2. Remaking the industrial economy. McKinsey quarterly, 2014 3. Ram Nidumolu, C.K. Prahlad and M.R.Rangawamy (2009). Why sustainability is now the key driver of innovation? Harvard Business Review
Sessions 7	<p>Marketing and Corporate Sustainability</p> <ul style="list-style-type: none"> • Responsible marketing • Sustainability as a driver of customer preferences and buying behavior • Market failure, green marketing opportunities, global Sustainable Public Procurement initiatives, eco labels, green marketing myopia, sustainability for market penetration, expansion etc.
Session 8	<p>Finance and Sustainability</p> <ul style="list-style-type: none"> • Does it pay to be sustainable? • Principles for Responsible Investing • Socially Responsible Investing • DJSI / ESG India 50 • Carbon Disclosure Project • Equator Principles • IFC sustainability due diligence frameworks • The value driver model <p>Readings</p> <ol style="list-style-type: none"> 1. Does it pay to be green? A systematic overview 2. The value driver model: a tool for communicating the business value of sustainability

	<p>3. Dow Jones Sustainability Index. http://www.sustainability-index.com</p> <p>4. Measuring Sustainability ROI</p>
Session 9	<p>HRM, Organizational change and Leadership for Sustainability</p> <ul style="list-style-type: none"> • Sustainability Leadership: Making Change Happen • Extending corporate sustainability to the human resource management and organizational behavior domains <p>Readings</p> <ol style="list-style-type: none"> 1. Egon Zehnder International (2009). Sustainability Leadership Making Change Happen: Part I The Executive. 2. Frederick P.Morgeson et.al (2013). Extending corporate social responsibility research to the human resource management and organizational behavior domains: a look to the future. Personal Psychology (66).
Sessions 10	<p>Strategic CSR</p> <ul style="list-style-type: none"> • Companies Act, 2013 – CSR and Class Actions
Session 11, 12	<p>Strategy and Sustainability: Emerging Trends</p> <ul style="list-style-type: none"> • Social consent to operate • How sustainability is driving strategy? • Cost reduction, risk avoidance, revenue generation, intangible value addition dimensions • The green onion. A corporate environmental strategy framework. • Shared value creation model – implications for 21st century business <p>Readings</p> <ol style="list-style-type: none"> 1. Porter, M and Kramer, M (2011). The big idea: creating shared value. Harvard Business Review, 89 (1,2). 2. The green onion. A corporate environmental strategy framework.
Session 13	<p>Connecting the dots</p> <ul style="list-style-type: none"> • Building national competitiveness through sustainability

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	Caselet: <ul style="list-style-type: none">To be distributed in the class Core Readings: <ul style="list-style-type: none">Hambrick, D. C., & Fredrickson, J. W. (2001). <u>Are you sure you have a strategy?</u>, AME, 15(4), 48-59.Mintzberg, H. (1987), <u>The Strategy Concept I: Five Ps for Strategy</u>, CMR 30(1): 11-24 Supplementary Readings: <ul style="list-style-type: none">Porter, M.E. (1996), <u>What is strategy?</u> HBR, Nov-Dec: 61-78
2	Basic Strategy Frameworks & Industry Analysis	Core Readings: <ul style="list-style-type: none">Porter, M.E. (1975), <u>Notes on Structural Analysis of Industries</u>, HBPChapter 3 “The competitive environment”, from the prescribed textbook
3	Industry & Competition	Case: <ul style="list-style-type: none">Cola Wars Continue: Coke and Pepsi in 2010 Core Readings:

Session	Topic	Study Material
		<ul style="list-style-type: none"> • Collis, D. J. and C. A. Montgomery (1995), <u>Competing on resources</u>, HBR, 73(4): 118-128 • Chapter 4 “The internal environment: Value creating activities”, from the prescribed textbook
4	Competitive Rivalry	<p>Case:</p> <ul style="list-style-type: none"> • Brighter smiles for the masses: Colgate vs P&G <p>Core Readings:</p> <ul style="list-style-type: none"> • Stalk G., Lachenauer R., (2004) <u>Hardball: Five killer strategies for trouncing the competition</u>, HBR
5	RBV, Core Competency, Value Chain Analysis	<p>Core Readings:</p> <ul style="list-style-type: none"> • Ghemawat, P. and J. Rivkin (2006), <u>Creating competitive advantage</u>, HBS Note: 9-798 • Prahalad C. K and. Hamel, G. (1990), <u>The core competence of the corporation</u>, HBR 68(3): 79-91 • Hagel J., Singer M., (1999), <u>Unbundling the corporation</u>, HBR
6	Growth Strategy: Product – Market Decisions	<p>Case:</p> <ul style="list-style-type: none"> • Nucor at Crossroads OR • Wadeshwar: Strategies for growth <p>Core Readings:</p> <ul style="list-style-type: none"> • Chapter 7 “<u>Business level strategy</u>”, from the prescribed textbook
7	Introduction to Corporate Strategy & Portfolio Analysis	<p>Core Readings:</p> <ul style="list-style-type: none"> • Chapter 8.6 “<u>Portfolio Analysis</u>” from the prescribed textbook • <u>Corporate Strategy: A Manager’s guide</u>, HBR Short note
8	Growth Strategy: Diversification	<p>Case: Newell Co.: Corporate Strategy</p> <p>Core Reading:</p> <ol style="list-style-type: none"> 1. Collis, D. J. & Montgomery, C. A., (1998), <u>Creating Corporate Advantage</u>. HBR, 76(3): 70-83.
9	Growth Strategy: Mergers and Acquisitions	<p>Case: Hewlett - Packard – Compaq: The Merger Decision</p> <p>Core Readings:</p>

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

Session	Topic	Study Material
		<p><u>management system</u>, HBR, 85 (7/8): 150-161.</p> <p>2. Kaplan, R.S., (2005), <u>How the Balanced Scorecard complements the McKinsey 7-S model</u>, Strategy & Leadership 33(3): 41-46.</p>
16	Corporate Process: Knowledge Management	<p>Case: McKinsey & Company: Managing Knowledge and Learning</p> <p>Core Readings:</p> <p>1. Nonaka, I., (2007), <u>Knowledge creating company</u>. HBR, 85 (7/8), 162-171.</p>
17	Strategy and Leadership	<p>Case: GE's Two – Decade Transformation: Jack Welch's Leadership</p> <p>Core Readings:</p> <p>1. Montgomery, C.A., 2008, <u>Putting leadership back into strategy</u>; HBR 86(1); 54-60.</p> <p>2. Chapter 11 "<u>Strategic leaderships</u>", from the prescribed textbook</p>
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. 9B07 M022, -023, -024

- **MARKETING AND BUSINESS STRATEGY**

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

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

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

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

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

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

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

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

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

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

General Electric – EcoImagination strategy – readings

- **ENERGY AND GLOBAL WARMING**

Global warming films and readings

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

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

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

IX.4 APPLIED QUANTUM INNOVATIONS

[3 Credits]

Objectives:

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

Topics:

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

IX.5 BALANCED SCORE CARD

[3 Credits]

Objectives:

This **strategy elective course** addresses **Strategy Implementation** issues, by focusing on holistic performance measurement and management in organizations. It attempts to provide an in-depth understanding of Balanced Scorecard as an important tool for strategic management and implementation. The objectives of this course are as under.

- To emphasize the need to evolve a thorough and meaningful picture of business with multiple perspectives, taking a long-term strategic view
- To provide an understanding of the development and evolution of BSC from a performance measurement tool to a strategic management imperative
- To familiarize the students with the practicalities and challenges of using a BSC, through the use of cases, assignments & simulation

Session	Topics	Articles and Cases
Sessions 1 & 2	<ul style="list-style-type: none"> • Introduction to the course • Review of strategy implementation concepts 	<ul style="list-style-type: none"> • Drucker, P. F. (1994), The theory of the business, HBR, Sept-Oct • Christensen, C. M. & Donovan, T. (2002), The process of strategy development & implementation, Innosight
Sessions 3 to 6	<ul style="list-style-type: none"> • Performance measurement • Balanced Scorecard concepts • Strategy Maps 	<ul style="list-style-type: none"> • Kaplan, R.S., & Norton, D.P. (1999), Building a Strategy-Focused Organization, HBS Publishing • 2008 – Setting Measures and Targets that Drive Performance – a Balanced Scorecard Reader, HBS Publishing • <i>Case – Citibank: Performance Evaluation</i> • <i>Case – Playgrounds and Performance: Results Management at KaBOOM!</i>
Sessions 7 & 8	<ul style="list-style-type: none"> • Learning & Knowledge Management • Alignment through BSC 	<ul style="list-style-type: none"> • Hansen, M. T., Nohria, N., Tierney, T. (1999), What's your strategy for managing knowledge? HBR, March-April • Kaplan, R.S., & Norton, D.P. (2006), Linking balanced scorecard measures to your strategy, HBS Press

		<ul style="list-style-type: none"> • Kaplan, R.S., & Norton, D.P. (2006), <i>Achieving strategic alignment: From top to bottom</i>, HBS Press • Alignment at Tata Motors' Commercial Vehicle Business Unit
Session 9 & 10	<ul style="list-style-type: none"> • BSC simulation 	<ul style="list-style-type: none"> • <i>Case – Transworld Auto Parts (TWA) – A & B</i> • Balanced Scorecard by V G Narayanan <p>(Harvard Business Publishing simulation)</p>
Sessions 11 & 12	<ul style="list-style-type: none"> • Integrating strategy processes through BSC 	<ul style="list-style-type: none"> • Kaplan, R.S., & Norton, D.P. (2007), <i>Using the balanced scorecard as a strategic management system</i>, HBR, July-Aug • <i>Case – Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard</i>
Sessions 13 to 18	<ul style="list-style-type: none"> • Applications of BSC in various contexts 	<ul style="list-style-type: none"> • <i>Case – Strategic Performance Measurement of Suppliers at HTC</i> • <i>Case – Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard (HR-BSC)</i> • <i>Case – Amanco: Developing the Sustainability Scorecard</i> • <i>Case – Infosys' Relationship Scorecard: Measuring Transformational Partnerships</i>
Sessions 19 & 20	<ul style="list-style-type: none"> • Innovation BSC • Summary / Wrap-up 	<ul style="list-style-type: none"> • 2007 – <i>Managing Innovation – a Balanced Scorecard Reader</i>, HBS Publishing

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:

- Introduction to behavioral strategy and decision making
- Behavioral decision making model
- Behavioral strategy and top management failure
- Behavioral strategy and top management failure - Case Analysis
- Fundamental judgment strategy and comparisons
- Fundamental judgment strategy and comparisons – Case Analysis
- Agreement and disagreement in behavioral strategy and decision-making
- Bounded awareness and rationality
- Bounded awareness and rationality – Case Analysis
- Contextual and cultural effects
- Fairness and Rationality
- Fairness and Rationality – Case Analysis
- Heuristics
- Nudge
- Frames
- Inaction and by-standers
- Evaluating consequences: fundamental preferences in behavioral strategy and decision-making
- Effective decision-making
- Group Presentations and Wrap-up

IX.7 BUILDING LEARNING ORGANISATIONS

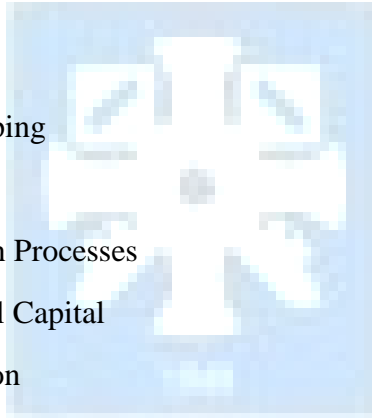
[3 Credits]

Objectives:

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

Topics:

- Emerging Business Realities
- Why Organisations Need to Learn
- Organisational 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
- Architechting a Learning Organisation



IX.8 BUSINESS AT THE BOTTOM OF THE PYRAMID

[3 Credits]

Objectives:

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

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

Pedagogy:

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

Sl No	Topic/s	Readings & Cases
1	Introduction and Overview	Case (Visual): Voices of the Poor Readings: 1. Sachs J.(1999) Helping the world's poorest. The Economist. 2. Easterly W. (2007). The Ideology of development. FP 3. Prahalad, C. K. (2005). Aid is not the answer. WSJ
2	Opportunities and Challenges at the BoP	Case : Patrimonio Hoy Readings: 1. Prahalad and Hammond (2002) Serving the world's poor profitably. HBR 1. Prahalad and Hart (2002) Fortune at the Bottom of the Pyramid. B+S

3	BoP Interventions: Cases and non-cases	Case (Visual): Cases of BoP (From the fortune at the BoP, Prahalad, 2007) Readings: 1. Karnani, A. (2007) “Doing well by doing good: Fair and Lovely”, SMJ 2. Karnani, A. (2007) “The Mirage of Marketing at BoP” CMR., and Prahalad’s response to Karnani, SSRN
4	Understanding and developing BoP market	Case: Hindustan Levers Project Shakti: Marketing FMCG to Rural Consumers Readings: Hammond et al (2008), The next four billion: characterizing BoP market (in Business and Poverty)
5	Beyond market based Intervention: Importance of local context	Case: Baring Private Equity Partners India Limited: Banking Services for the Poor in Bangladesh Readings: 1. Akula, V. (2008), Business basics at the base of the pyramid. HBR 2. Mor, N. & Ananth, B. (2008), Access to finance and markets as a strategy to address poverty. (in Business and Poverty)
6	BoP : Managing Challenges through management innovation	Case: Danimal in South Africa Reading: Olsen, M. & Boxenbaum, E. (2009), Bottom of the pyramid: Organizational barrier to implementation. CMR
7	Business for BoP: Correcting market failures	Readings: 1. Elkington, J. & Hartigan, P. (2008). Creating successful business models. HBP 1. Dees, J.G. (1998). The Meaning of Social Entrepreneurshi
8	Fortune for BoP: Value co-creating business models	Case: Fab India: Crafting Success Reading: Ramachandran J., Pant A., & Pani S. K., “Reinventing the Artisan Community Ecosystem”, JPIM
9	Presentations and Discussion	Group presentation
10	BoP Protocol for practitioners, and Course Wrap-up	Reading: Simian and Hart (2008) The BoP protocol* In-class visual: How Does the Base of Pyramid Impact Assessment Framework Work?

Optional Readings:

1. Anderson and Markides (2007). Strategic Innovation at Base of the Pyramid, SMR
2. Banerjee and Duflo (2006), The economic lives of the poor
3. Hammond and Prahalad (2004). Selling to the poor. FP

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

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



IX.9 BUSINESS NETWORKING

[1.5 Credits]

Objectives

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

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

Topics:

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



IX.10 BUSINESS MODELS FOR ORGANIZATIONAL EXCELLENCE

[3 Credits]

Course Objective:

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

Session 1: Introduction

Topic(s):

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

Session 2: Competing Through Business Model

Topic(s):

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

Session 3 and 4: Types of Business Models

Topic(s):

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

Session 5 and 6: Business Model Generation

Topic(s):

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

Session 7: Analyzing Business Models

Topic(s):

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

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

Topic(s):

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

Session 9: Replicating Successful Business Model

Topic(s):

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

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

Topic(s):

- Discuss multiple business models for each sector
- Education Sector
 - Case Analysis: TedEd (or some other education business model)
- Banking and Financial Services Sector
 - Google Wallet (or some other financial services business model)
- Technology Sector
 - iCloud (or some other technological services business model)
- Media Sector
 - Netflix (or some other media based business model)
- Mobile and Telecom Sector
 - WhatsApp or Skype (or some other mobile or telecom based business model)
- Healthcare Sector
 - Narayana Hrudayala (or some other healthcare based business model)
- Travel Sector
 - Airbnb (or some other travel based business model)
- Government and Public Sector
 - Indian Railway (or other government or public sector based business model)
- Consumer Goods and Service Sector (Food & Beverages)
 - Subway (or some other consumer goods based business model)
- Retail Sector
 - Walmart / Amazon (or some other retail sector based business model)
- Energy Sector
 - SELCO or Husk Power (or some other energy sector based business model)

Session 17-19: ***Student Business Model Presentation***

Topic(s):

- Present the developed business model

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

Topic(s):

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

IX.11 COMPETITION AND GLOBALISATION

[3 Credits]

Objectives:

The primary objectives of this course are to

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

MODULE 1

MODULE 1

UNDERSTANDING GLOBALISATION AND COMPETITIVENESS- CONCEPTUAL

Readings –

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



BUSINESS CONTEXT IN EMERGING MARKETS

Readings

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

MODULE 2

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

EMERGING MARKET GIANTS

Reading - CHINA AND INDIA

- Emerging giants
- Diaspora's causes and effects

Cases

- Asian Paints
- ICICI Bank

- Bharati Airtel in Africa
- 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

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

- Air BNB
- Coursera
- Driverless Cars
- Radio Taxi in India



IX.12 CONTEMPORARY BUSINESS PRACTICES

[3 Credits]

Objectives:

- A clear understanding of the various business practices around the world in a wide cross-section of business areas and the ability to systematically apply the problem solving approach for business decision-making and selection of strategic choices.
- The appreciation of how and why some businesses are successful while others are not. To learn from the not so successful companies how to avoid those pitfalls.
- An appreciation of the new forces acting on business from society, environment, legal and ethical aspects.

Topics:

1. Business in a global environment
 - Business as Blending of People Technology and Ethical Behaviour
 - Achieving Business Success through Social Responsibilities
 - Economic Challenges Facing Global/Domestic Business/Management of Change
 - Competing in Turbulence
 - Cost Effective Lean Business Models
2. Business Life Cycles and Strategies
 - Challenges of Shrinking Product Life Cycles
 - Fostering Innovation as on on-going Process
 - Challenge of Time Compression
 - Speed as a Global Competitive weapon in all business process
 - The New Corporate 6 S Concept
3. Emerging Trends in the Business World
 - Triple Bottom-line Concept of Corporates
 - Ethical Leadership - Improving Corporate Performance this 'EQ'
 - Empowerment, Teamwork & Communication
 - Designing Systems of Resources Flow
 - Lean Approach to Corporate strategy
 - Customer Driven Marketing
 - Future of Business/Marketing
 - Creating Sustainable Competitive Advantages in Business
 - Alignment of Balanced Scorecards
4. Learning and Self- Development

IX.13 CORPORATE SUSTAINABILITY IN PRACTICE

[3 CREDITS]

Introduction

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

IX.14 DATA – DRIVEN STRATEGIC DECISION MAKING

[3 CREDITS]

Course Description

This course attempts to enable the students to conceptualize business problems in quantitative terms and to enhance their understanding and application of fact and evidence-based decision-making process. It will enhance your ability to appreciate the investigates techniques of understanding data within an organization in order to strengthen decisionmaking. Such expertise enables companies to analyse the data they have and also the data they need in order to understand the health and future of the enterprise. Emphasizing that strategy can be seen as a unified theme that provides coherence and direction to the actions and decisions of a firm, this course will cover a variety of business strategy topics concerned with firm positioning in the context of different markets, industries and locations and their antecedents.

Course Learning Objectives

To appreciate the use of quantitative thinking in taking effective business decisions

- To quantitatively analyse strategic outcomes and its antecedents in modern day, complex organizations
- To develop the ability to identify strategic issues and design appropriate courses of action
- To conduct a credible business analysis from holistic and multifunctional perspectives

The topics of this course might appear similar to the STM core course, but this course is not a repetition of the core course, or it will not revisit the core course concepts once again. Instead, it attempts to empirically or quantitatively test the same concepts using secondary financial data. This course expects students to analyze and interpret the strategic management theories (or limitations) using secondary financial data. This course will not only probe the consequence (or performance implications) of strategic decisions but also it will explore the antecedents of strategic behaviours. A core course primarily attempts to do 'data-based decision making' for a company using case exhibits. However, this elective will do it more rigorously using secondary financial data of multiple companies. Nowadays, this skill is becoming essential in industry. For instance, preparing a consultancy report requires these number-crunching skills for large-scale data handling. This course attempts to develop these skills.

IX.15 DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

[3 Credits]

Objectives:

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

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

Topics:

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

IX.16 ENTREPRENEURSHIP AND NEW VENTURES

[3 Credits]

Course Objectives:

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

[3 Credits]

Objectives:

This course has five basic objectives:

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

Topics:

1. Entrepreneurship and its development - Reviewing them one more time
3. Traditional entrepreneurship – Nature and characteristics
3. Technological Entrepreneurship
 - Characteristics and special needs
 - Business/project planning
 - Business Plan preparation
 - Implementation Process (B. plan)
 - Planning support systems (enterprise operation)
 - Legal Issues (licensing, patents, contracts etc.)
4. General legal aspects of organizing an enterprise
 - Available options
 - Evaluation of options

5. Entrepreneurial Financing sources

- Assessing financial needs
- Structuring finance
- Sources of finance
 - Debt-Equity financing alternatives
 - How venture capitalists (VCs) evaluate and structure deals
 - How to interface VCs

6. Social, economic and cultural conditions (operating environment)

- Ethical and Environmental challenges

7. Issues in the designing of a successful entrepreneurship development programs

- Available regular programs/models
- Difficulties with these programs
- Proposed new programs
- Why new programs are better – a rationale



IX.18 GALES OF CREATIVE DESTRUCTION: MANAGING INNOVATION

[3 Credits]

Introduction:

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?

IX.19 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, and complementors, as well as with internal stakeholders. 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 student's ability to think strategically in complex, interactive environments.

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, Mixed strategy Nash equilibrium;
Repeated games
Commitment and Strategic Moves - Credibility, threats, and promises;
War of Attrition;
The value-net;
Bargaining under complete information; Nash bargaining solution.

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

N-person games – Collective action and public policy;
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;
Bargaining under incomplete information;
Designing contracts under incomplete information;
Auctions – First-price and second-price;
Signalling games - Job-market signalling, certification as a signal, entry deterrence under incomplete information.

Session plan

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

9. Introduction; Understanding “individual rationality” (Lecture notes 1)
10. Sequential moves, backward induction and foresight; Power-structure in sequential move games; Role of inequity aversion Games with Sequential Moves (Ch 3 of Dixit and Skeath; Lecture notes 2)

11. Simultaneous move games with pure strategies (Ch 4-5 of Dixit and Skeath; Lecture notes 3 and 4)
12. Repeated games and tacit collusion (Ch 11 of Dixit and Skeath; Lecture notes 6)
13. Simultaneous move games with mixed strategies (Ch 7 of Dixit and Skeath; Lecture notes 7)
14. War of Attrition (HBS Case: Hold or Fold?; Lecture notes 5)
15. Commitment and Strategic Moves - Credibility, threats, and promises (Ch 10 of Dixit and Skeath; Cases: Gainesville Regional Utility; Hero Cycles vs. PARI)
16. Understanding the value-net; Bargaining under complete information; Nash bargaining solution (Case: Acme Auto vs. Selco Steel; Lecture notes 8)

Module B (Games of Complete Information – Advanced Topics)

5. N-person games (Ch 7 and 10 of McCain)
6. Collective action and public policy; Congestion control; Collective-action games (Ch 12 of Dixit and Skeath)
7. Matching games and market designing (Lecture note - A Note on Gale-Shapley Algorithm; Case - Uber's matching problem)
Coalitional games (Ch. 16 of McCain)
8. Evolutionary game theory (Ch. 19 of McCain)

Module C (Games of Incomplete Information and their Business Applications)

9. Introduction to games of incomplete information; Simultaneous move games of incomplete information - Bayesian Nash Equilibrium (Chapter 9 of Osborne)
 10. Bayesian Nash Equilibrium with two-sided incomplete information (Chapter 9 of Osborne)
 11. Sequential move games of incomplete information - Perfect Bayesian Equilibrium; Bargaining under incomplete information; Final Offer Arbitration (Lecture notes: A note on strikes; A note on Final Offer Arbitration; Lecture note 7)
 12. Designing contracts under incomplete information (Lecture note: A note on incentives in contracting)
 13. Auctions and bidding – Private value auctions with risk-neutral and risk averse bidders (Ch 17 of Dixit and Skeath; Lecture note: A Simple Mathematical Note on Auctions)
 14. Common value auctions (Ch 17 of Dixit and Skeath)
 15. The structure of signalling games; Entry deterrence under incomplete information (HBS Case: Fog of Business; Ch 9 of Dixit and Skeath)
- Job-market signalling (Lecture note: A Note on Signalling Games)

IX.20 I S STRATEGY

[3 Credits]

Objectives:

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

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

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

Topics:

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

IX.21 INDUSTRIAL ECONOMICS AND COMPETITIVE STRATEGIES

[3 Credits]

Objectives:

To help gain an understanding of:

- The structure – conduct – performance relationship in an industry.
- 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:

Primer on economic concepts.-Session 1

‘What’ & ‘Why’ of Industrial Economics-Session 2

S – C – P paradigm

The welfare economics of market power-Session 3

STRUCTURE

market structure – its measures & determinants- Session 4

Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size---sessions 5, 6 & 7

Concentration in markets – seller & Buyer Concentration-Session 8

Product Differentiation-Session 8

Conditions of entry-Session 8

CONDUCT

Competition

- Competing via commitment-Sessions 9,10
- Dynamics of Pricing rivalry-Session 11,12
- Entry & exit strategies-Session 13

Strategic Positioning & dynamics

- Competitive advantage and its sustenance.session14
- Innovation as a source of competitive advantage.session 15
- Agency and performance measurement.session 16

PERFORMANCE

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

PUBLIC POLICY & REGULATION

Issues in Antitrust & regulatory Economics-Session 20

IX.22 INTERNATIONAL MANAGEMENT

[3 Credits]

Course Objectives: We need to rethink about the global strategy of MNCs in a rapidly fragmenting world. Recent developments, such as US Presidential election or Brexit referendum, have created an increasingly uncertain and ever-changing business environment. So, the intriguing question is - whether globalization is going backward? Whether xenophobic nationalism and protectionism are going to be the prevailing global sentiment? However, business leaders are expected to develop strategies for global markets and manage cross-border operations. Thus, this course will explore different contours of globalization that influence internationalization strategies of MNCs in this turbulent times. In the beginning, we will explore a few myths and facts about globalization. Next, we will briefly probe - the range of policy instruments that a government can use to intervene in international trade, the effects of these policy instruments on the organization, the role of international and domestic institutions on the global competitive advantage of an organization. We will also discuss - what all 'differences across countries' an organization should consider for entering a foreign market? The following module will analyze the link between globalization strategy and organizational structure of MNCs. Finally, we will explore - what are the trade-offs between various strategic choices faced by an organization while going global? How these various strategic choices affect the performances of MNCs? Overall this course will help us to understand why some organizations are more successful than its peers in pursuing globalization strategy. This course has no prerequisites, but it draws heavily on concepts discussed in the core strategy course.

Session 1: Myths and Facts about Globalization

- Globalization or Semi-globalization?
- Friedman (2005) It's a flat world, after all. *The New York Times*
- Ghemawat (2007) Why the world isn't flat. *Foreign policy*

Textbook: Chapter 1

Session 2 to 5: Trade and Capital Market Liberalization

International Trade Theories and Policies

- The Economic Gains from Trade: Comparative Advantage. *Harvard Teaching Note.*
- The Economic Gains from Trade: Theories of Strategic Trade. *Harvard Teaching Note.*
- Davis & Hilsenrath (2017) Whatever Happened to Free Trade? *The Wall Street Journal*
- **Case:** Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas--1991 (A) & (B) Porter's Diamond Framework
- Porter (1990) The Competitive Advantage of Nations. *Harvard Business Review.*
- Managing Exchange Rate Fluctuations
- Note on Operating Exposure to Exchange Rate Changes. *Harvard Teaching Note.*

Case: Japan's Automakers Face Endaka

Session 6: Introduction to Group Project

Part A: Identifying Global Opportunities

Part B: Global-Local Interplay

- Extraction and Analysis of Financial data from Secondary Sources

Session 7 & 8: Global Diversity & Multicultural Perspectives

CAGE Framework

- **Textbook:** Chapter 2
- **Case:** Grolsch: Growing Globally

ADDING Value Scorecard

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

Session 9 to 12: Entry Strategies – Build, Borrow or Buy?

Foreign Direct Investment

- Foreign Direct Investment. *Harvard Teaching Note*.
- Case: Haier's U.S. Refrigerator Strategy 2005

Risk & Resource Commitment in Joint Ventures

- Managing International Alliances: Conceptual Framework. *Harvard Teaching Note*.
- Case: Walmart around the World

Cross-border M&As

- Kumar. 2009. How Emerging Giants Are Rewriting the Rules of M&A? *Harvard Business Review*
- Case: Santander's Acquisition of Abbey - Banking Across Borders

Session 13 to 15: Organizing MNCs: Global Structural Plans

Strategy and Structure of MNC

- Bartlett & Ghoshal. 1988. Organizing for Worldwide Effectiveness: The Transnational Solution. *California Management Review*
- Case: Leventary Cafe: The China Challenge

Headquarter-Subsidiary relationship

- Ghoshal & Bartlett. 1986. Tap your subsidiaries for global reach. *Harvard Business Review*.
- Case: EMI and the CT scanner (A) & (B) Managing Innovation Across Borders
- Immelt et al. 2009. How GE is disrupting itself. *Harvard Business Review*.
- Case: GE Healthcare (A): Innovating for Emerging Markets & (B): A CSR Dilemma

Session 16 to 19: Strategies to Compete Across Borders

Arbitrage Strategies for Cross-border Outsourcing

- Textbook: Chapter 5
- Case: Tata Consultancy Services: Selling Certainty
- Supply Chain Management for Trading Companies
- Magretta. 1998. Fast, global, and entrepreneurial: supply chain management, Hong Kong style-an interview with Victor Fung. *Harvard Business Review*.
- Case: Li & Fung (Trading) Ltd.

Aggregation Strategies for Managing Foreign Operations | SCM for Trading Companies

- Textbook: Chapter 6
- Case: ZARA: Fast Fashion

Playing the Differences: The AAA Triangle

- Textbook: Chapter 7

Session 20: Project Presentations & Concluding Thoughts

Rethinking Global Strategy in a Fragmenting World

- Ghemawat (2016) People Are Angry About Globalization. Here's What to Do About It *Harvard Business Review*.

IX.23 INTERNATIONAL RELATIONS AND MANAGEMENT

[3 Credits]

Objectives:

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

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

Topics:

1. Introduction to the Course
 - Approaches to International Management
2. The Historical Context of International Relations
 - The Pre-Westphalian World
 - The Westphalian System
3. World Wars I & II & the Cold War
 - The End of History? By Francis Fukuyama
4. Role of the US.
 - The New World Disorder & the Emerging New, New World Order
 - What Bush got Right? By Fareed Zakaria
5. The Shift of Balance of Power to Asia
 - Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc.
 - Role of Australia
 - Resurgent Japan
6. India's Security in its Areas of Strategic Interest
7. The Rise of China & its Implications for Asia
 - The Taiwan Issue
8. The Myth of China's Miracle
 - The Bamboo Network
 - Doing Business in China- Case Study

9. The Great Game in the Stans of Central Asia
10. The Indian Ocean & India's Maritime Strategy
11. Pakistan: Future Portents; Democracy & Role of the Military.
12. Terrorism: An International & National Scourge
 - Future of Afghanistan: Chaos or Stability?
 - 'The Father of the Taliban: An Interview with Maulana Sami ul-Haq'
 - 'Bin Laden Speaks to American People'
13. India's Look East Policy: Relations with SE Asia
14. The European Union: Role in Global Security & Business
15. Globalization: Concepts & Issues
 - Case: Boeing vs Airbus
16. Disaster Management & Business:
 - Case Study: Management of the 2004 Asian Tsunami
17. India's Interaction in Africa:
 - Exploiting an Untapped Market & Seeking Resources
18. India & West Asia: Transfer of Wealth & the Politics of Oil
19. Energy Security : Oil, Gas & the Nuclear Deal
20. Scenario Building:& Case Studies
 - Iran & Central Asia- Energy & Allies
 - Iran becomes a Nuclear State

IX.24 INTRODUCTION TO SOCIAL ENTREPRENEURSHIP

[3 Credits]

1. Learning Objectives of the Course:

After attending the course, the participants will be able:

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

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

Create: To develop sustainable “business” model for building a social enterprise that can solve social problems

3. Course Coverage:

Session: 1 ISE: Introduction to the Course

Coverage: Introduction to the course

History of Citizen Sector & Social Entrepreneurship

Session: 2 Understanding Social Entrepreneurship

Coverage: Caselets-based discussion

What does social entrepreneurship consist of?

Session: 3 The Socio-Economic Context of Social Entrepreneurship

Understanding Disparities of Opportunity Structure

Coverage: Significance of Social Entrepreneurship to Development

Distribution of opportunities and access

Session: 4-5 Social Entrepreneurship & “Wealth” Creation

Coverage: Defining Social Entrepreneurship

Difference between Social and Business Entrepreneurship

Types of Social Entrepreneurship

. Session: 6 On Becoming a Social Entrepreneur

Coverage: Interaction with practitioners (planned)

Qualities of a Social Entrepreneur

Personal Issues in opting for Social Entrepreneurship

Session: 7 Developing a Social Venture Plan: Key Elements

Coverage: What, why and how of developing a venture plan

Expected coverage of a viable venture plan

Session: 8-9 Profiles from the “Low Income Communities”

Coverage: The participants would be required to meet two person from a low income community/ poor (security guard, house-maid, daily wagger, construction worker, beggar, rag-picker, road-side vendor,

etc.), document (individually) and share their profiles (in a group).A detailed brief/ template would be provided to help them in the task

Session: 10-14 Understanding the SE Terrain: Social Sectors/ “Markets”

These sessions will cover 5 from the “sectors” listed below (tentatively marked).

These will be discussion-based sessions.

The participants will be required to come prepared – links to readings/ resources for the same will be shared separately:

Education

Energy

Unorganized Workforce & Livelihood

Promotion

- Environment
- Healthcare
- Micro-credit/ financial inclusion
- Rural Informatics
- Rural/ Community Development
- Rural Markets etc.

Session: 15-16 Social Innovations & Business Models for Low Income Communities

Coverage: Types of social innovation

- Nature and challenges of “Markets of the Poor”
- Innovative designs and strategies to address the needs of these markets and communities (iii)

Session: 17-18 Learning from Real Life Social Ventures

Coverage:

The participants will be allotted one social ventures to study. The participants, working in their project groups, will be required to submit a report and make presentation to the class covering the following four issues

- Opportunity Identification & Innovation:** Social entrepreneurs are innovators who create change. What innovative insight did the entrepreneur bring to identify an opportunity to create change? How did s/he create and spread this innovation and change?
- Value Creation & Impact:** What new value was created by the enterprise/ entrepreneur, and how? What can be the conceptual tools to measure/assess the impact and effectiveness of the social enterprise?
- Sustainability:** How did the social entrepreneur make the venture sustainable – financially, organizationally, and in terms of continuity of the venture?
- Leadership & Personal Qualities:** What were the characteristics of social entrepreneurs’ leadership? What personal qualities (background, skills, values, beliefs, etc.) helped the entrepreneur to succeed in creating value?

Session: 19-20 Social Venture Plan/ Sector Study Presentations

Coverage:

The participants will be required to prepare and submit a report, and make a presentation on their social venture plans/ sector study.

IX.25 MANAGEMENT CONSULTING PRACTICE

[3 Credits]

Objectives:

The core learning objective of the course is to enable participants to develop the skill and 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 to clients
- Understanding the nuances of client relationship management typical of management consulting engagements
- Discuss and explore preference for a management consulting career.

Outline Session Plan:

Session # Topic

1 & 2 ***Introduction to management consulting***

3 & 4 ***Types of management consultancy, industry overview and a look at the insides of a consulting firm (structures, roles, etc.)***

5 & 6 ***Consulting Process – structuring the engagement - I***

Typical consulting problems, and the lifecycle of a typical consulting engagement

7 ***Consulting Process – structuring the engagement - II***

Frameworks, tools and models used frequently during engagement structuring

8 ***Consulting (and consultants) from the client's perspective***

When to use a consultant; Using the appropriate consultant selection criteria; Choosing the right consultant for your organization (and for the problem at hand)

9 ***Mid-course review & project progress discussion***

10 ***The Consulting Contract***

Elements of typical contracts in consulting engagement, the contracting meeting(s), (re)negotiations at the contract stage

11 ***Client Relationship Management***

- Political and interpersonal aspects of the consulting relationship, understanding and tackling resistance

12 & 13 ***Consultancy Skills***

- Why a consultant needs different skills from any other managerial occupation. The challenges of working in a consulting role

14 ***Knowledge management and the consulting business***

- People, Process and Technology aspects of Knowledge Management in the context of Consulting Organizations.

15 & 16 ***Managing a consultancy organization***

- The decisions and actions required to be taken by the partners (and other top management team members) of consultancy organizations, to effectively and efficiently manage their firms.

17 & 18 ***Consulting as a career***

- Work life issues, lifestyle, rewards, culture, interviewing with consulting companies

19 & 20 ***Group Project Presentations – Final; Final review and summation***

IX .26 MANAGING ENERGY BUSINESS

[3 Credit]

COURSE OBJECTIVE:

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
MODULE 1: INTRODUCTION TO COURSE AND OVERVIEW OF GLOBAL AND INDIAN ENERGY LANDSCAPE		
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
MODULE 2: KEY TERMS AND CONCEPTS RELVANT FOR ENERGY BUSINESSES		
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. 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 Inclusive Green Growth: The Pathway to Sustainable Development, The World Bank, 2012 http://siteresources.worldbank.org/EXTSDNET/Resources/Inclusive_Green_Growth_May_2012.pdf
MODULE 3: MANAGING CONVENTIONAL ENERGY BUSINESSES		
5	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 (http://www.iiasa.ac.at/web/home/research/Flagship-Projects/Global-Energy-Assessment/Chapte12.en.html) http://www.dnaindia.com/money/report-indonesian-nightmare-for-tata-adani-jsw-lanco-1554313
6	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).
7	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
8	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. Understanding Buyer choice/Rejection/Experience Processes for Complex Business, Note Richard Ivey School of Business, 2010
9	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. Case: The US Export-Import Bank and the Three Gorges Dam (A), HBS, 2000
MODULE 4: MANAGING NEW AND EMERGING ENERGY BUSINESSES		
10	This session will focus on wind sector and renewable energy certificates.	The tale of Suzlon: 2008:

		<p>http://www.spiegel.de/international/business/tulsi-tanti-s-success-story-the-rise-of-indian-wind-power-a-559370.html</p> <p>2013: http://www.livemint.com/Companies/VdQho2Ms6D4PEyjSZaxmNJ/Buffered-by-debt-Suzlon-tries-to-turn-itself-around.html</p> <p>2015: http://forbesindia.com/article/boardroom/suzlons-rise-from-the-ashes/41139/1</p>
11	This session will expose candidates to solar markets, policies, and regulations.	<p>Jawaharlal Nehru National Solar Mission</p> <p>Case: First Solar (2013), Stanford Graduate School of Business.</p>
12	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.	<p>Case: Cosan: Thinking outside the barrel, HBS, 2010.</p> <p>Case: Khosla Ventures: Biofuels Strategy, HBS, 2010</p>
13	This session will focus on the off-grid markets and the business solutions including hybrid models.	
14	In this session, the discussion will focus on carbon capture and storage (CCS) technologies, clean coal businesses and shale gas.	<p>http://www.europeanclimate.org/documents/nocal2c.pdf</p> <p>http://www.teriin.org/policybrief/docs/Shale_gas.pdf</p>
15	This session will focus on businesses in waste to energy sector, smart grids, and energy efficiency.	<p>Report of the Task Force on Waste to Energy (Planning Commission): Available from http://planningcommission.nic.in/reports/genrep/rep_wte1205.pdf</p>
16	This session will focus on automobile industry and future of mobility including smart transportation, electric vehicles, hybrid vehicles, and hydrogen vehicles.	<p>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.</p>
MODULE 4: INTERFACE OF ENERGY WITH OTHER SECTORS		
17	This session will introduce candidates to the key nexus between energy and water, not just for hydro energy but for	<p>Case: The US Export-Import Bank and the Three Gorges Dam (A), HBS, 2000</p>

	various other energy and non-energy applications and businesses.	
18	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
19-20	GROUP PROJECT PRESENTATIONS	



IX.27 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.

Course Outline and References:

13. The Rationale for Public Private Partnerships.

14. 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.

15. 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

16. 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

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

- “Water: Understanding the Basics”, Dale Whittington and John Boland, PPPIAF and Water and Sanitation Program discussion paper no. 26538.
- “Water: A scorecard for India”, Usha P. Raghupati and Vivien Foster, PPPIAF and Water and Sanitation Program discussion paper no. 26539.
- “Reforming Infrastructure: Privatization, Regulation and Competition”, Ioannis N. Kessides, A co publication of the World Bank and Oxford University Press, Chapter 3: Restructuring Electricity Supply.
- Competition in India’s Energy Sector, TERI Report, Chapter 3: Competition Issues in India’s Energy Sector.
- “Telecommunications Industry in India: State Business an Labour in a Global Economy”, Dilip Subramaniam, Social Science Press
Chapter 1: Construction of a Monopoly.
Chapter 3: The Burden of Monopoly and State Regulation.
Chapter 4: The advent of Competition: A fallout of Global Telecommunications Deregulation.

- Telecom Revolution in India: Technology, Regulation and Policy, Sridhar Varadharajan, Oxford Publications
 - Chapter 1: Network Economics in Telecom
 - Chapter 2: Basic Telecom Services in India
 - Chapter 3: Cellular Mobile Services: The Indian Success Story
 - Chapter 4: Spectrum Management for mobile services in India: A Conundrum
 - “Bankruptcy to Billions: How the Indian Railways Transformed itself”, Sudhir Kumar and Shagun Mehrotra
 - Chapter 1: Bankruptcy to Billions
 - Chapter 2: Political Economy of Reforms
 - Chapter 3: The Market
 - Competition Issues in Regulated Industries: Case of Indian Transport Sector, Railways and Ports, published Competition Commission of India
18. 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.
19. 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
20. 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.
21. 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
22. 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.28 MANAGING STRATEGIC TRANSFORMATION

[3 Credits]

Course Objective:

Wide sweeping changes 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, avoid bankruptcy and sustain superior performance, companies embark up on strategic transformations initiatives. It is imperative for the current breed of managers to be strongly equipped to participate in, manage and even lead strategic transformations of business enterprises.

The objective of the course is to provide the students with a comprehensive understanding of process of strategic transformation and equip them with tools required to handle such processes effectively. The broad areas covered are: sources of inertia and resistance to change; challenges due to complexities of strategic transformation; models/methods of implementing successful transformation including methods of overcoming inertia, resistance to change and complexities; necessity and methods of concerted roles played by different types change agents; and methods of motivating and enabling employees to change successfully. After completing the course the participants are expected to be ready to be a part of a team consulting, advising or driving strategic transformation. In addition, the tools taught in this course would generally help in effective strategy implementation.

(Tentative) Session	Topic(s)	Reading
1.	<i>Prerequisite</i> Organizational Stability, Inertia and Change	NA
2.	<i>Introduction</i> <ul style="list-style-type: none"> • What is Strategic Transformation? 	Blumenthal & Hapeslaugh (1994) Pearce & Robbins (2008)
3.	<i>Complexities of Strategic Transformation</i> <ul style="list-style-type: none"> • Corporate Structure • Changing the configuration 	Chandler (1991) Tichy (1983)
4.	Case # 1	TBA
5.	<i>Complexities of Strategic Transformation</i> <ul style="list-style-type: none"> • Challenges of alliances • Challenges of acquisition 	Huges and Weiss (2007) Hapeslaugh & Jemison (1991)
6.	Case # 2	TBA

7.	<i>Implementing Strategic Changes</i> <ul style="list-style-type: none"> • Frame Bending Model 	Nadler & Tushman (1989)
8.	Case # 3	TBA
9	<i>Implementing Strategic Changes</i> <ul style="list-style-type: none"> • Kotter's 8 point Model • Improvisational Model 	Kotter (1996) Orliwoski & Hofman (1997)
10.	Case # 4	TBA
11.	<i>Implementing Strategic Changes</i> <ul style="list-style-type: none"> • Inspiring the Organization • Role of Communication 	Spector (1989) Young & Post (1993)
12.	Case # 5	TBA
13.	<i>The Change Agents</i> <ul style="list-style-type: none"> • Role of Managers 	Kanter (1999) Chakravarthy & Lorange (2008)
14.	Case # 6	TBA
15.	<i>The Change Agents</i> <ul style="list-style-type: none"> • Agents at grass root • External Agents – PE firms 	Meyerson (2001) Rogers, Holland & Haas (2002)
16.	Case # 7	TBA
17.	<i>Change recipients</i> <ul style="list-style-type: none"> • Why employees resist change • Trust and empowerment 	Strebel (1996) Mishra et al. (1998)
18.	Case # 8	TBA
19.	Case # 9	TBA
20.	Reflections/Case # 10	TBA

IX.29 MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

[3 Credits]

Course Objectives: Merger, acquisition and corporate restructuring activities are increasingly becoming common in the corporate world. Because of the higher frequency of such activities, it is critical for the business management students to have a basic understanding of why and how such activities take place. This course focuses on the activities involved in M&A, business alliances, and corporate restructuring. The set of cases planned for discussion will enrich the students with the real time commercial issues involved in such activities. The activities involved in the M&A and corporate restructuring activities will be discussed from the various stake holders perspective. The course is designed with five modules; (1) Introduction, (2) The Process, (3) The Environment, (4) Post-Transaction Issues, and (5) Other forms of corporate restructuring.

Session	Topic	Text Book Reading	Case Discussion
1	M&A Process and Strategic Motives	Chapter: 1 Chapter: 4	David M. Dodson
2	Target Appraisal	Chapter: 5	Dr. Reddy's Laboratories (A)
3	Valuation, Pricing and Estimating Swap Ratio	Chapter: 7 Chapter: 8 Chapter: 9	Yeats Valves and Controls Inc.
4	Estimating Synergy value	Chapter: 10 Chapter: 11	Vodafone AirTouch Bid for Mannesman
5	Financial Reporting and Taxation Issues in M&A	Chapter: 12	Accounting for Acquisition at JDS Uniphase Corporation
6	Strategic vs. Financial Acquisition	The Bid for Bell Canada Enterprise (BCE)	
7	Hostile Takeover Defensive Strategies	Chapter: 3	Fashion Faux Pas Gucci & LVMH
8 & 9	Strategic Issues in Growing Business	Nucor at a Cross Roads	
10 & 11	Managing Consistent Inorganic Growth	Ispat International N.V.: Spinning Steel into Gold	
12	Cross Border M&A	Chapter: 17	Tata Motor's Acquisition of Daewoo Commercial Vehicle Company

13	Managing Post M&A Issues	Chapter: 6	Tata Motor's Integration of Daewoo Commercial Vehicle Company
14	Factors leading to Value Destroying M&As	Air India vs. Indian Airlines	
15	Joint Venture	Chapter: 14	Fiat's Strategic Alliance with Tata
16	Buy-Outs	Chapter: 14	Seagate Technology Buyout
17	Leveraged Buyouts	Chapter: 13	Dupont Corporation: Sale of Performance Coatings
18	Spin-Off and Equity Carve Out	Chapter: 16	Canadian Pacific Ltd: Unlocking Shareholder Value in a Conglomerate
19	Divestitures	Chapter: 16	Newfield Energy
20	Privatising a Public Firm	Chapter: 16	Southeastern Asset Management Challenges



IX.30 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 Objective:

- 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

<i>Session</i>	<i>Topics</i>	<i>Reading</i>
E) -----		

Sess ion	Key Questions and/or Points	Readings and Book Chapter
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	Module I: THEORY & EVOLUTION	
	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 What is public policy? What is the interface between corporate policy and public policy? Public policy from multiple lenses: law, history, sociology, economics, science	To be distributed at the time of course registration
2	What are the different approaches to knowledge? Understanding scientific approach	Chapter 1 (The Scientific Approach, Nachmias & Nachmias)
3	Are humans rational or irrational? Understanding rational choice model	Chapters 1-2 (Analyzing Politics; Shepsle & Bonchek)
4	Seeing like a State Understanding the emergence of State	Chapters 1-4 (Seeing Like a State ; Scott)
	Module II: PUBLIC POLICY PROCESSES AND INSTITUTIONS	
	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? How does external environment impact businesses?	Reading: The role of government in economic development
8	Understanding government structure in India 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 73 rd Amendment of the Constitution	Readings to be compiled from multiple sources
10	Public expenditure and the budgeting process	Chapters 1,2,6,7: (Federalism & Fiscal Transfers in India: Rangarajan & Srivastava)

	Inter-governmental fiscal relations in India	
	Module III: PUBLIC POLICY-CORPORATE POLICY INTERFACE 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 Food security in India: PDS and Direct cash-transfer Identifying Opportunities and Challenges for Businesses	Overview and Chapter 4(Perspectives on Poverty in India, The World Bank) CASE: Aarogya Parivar: Novartis' BOP Strategy for Healthcare in Rural India
12	Employment & Livelihood: NREGS Education Sector: Literacy for All Identifying Opportunities and Challenges for Businesses	CASE: Dharavi: Developing Asia's largest Slum
13	Health and Family Welfare Policies Food Safety and Standards Authority of India (FSSAI) Identifying Opportunities and Challenges for Businesses	Readings to be compiled from multiple sources
14	Public Policy & Political Economy Agricultural Sector Policies Identifying Opportunities and Challenges for Businesses	Chapters 1,2,6,10 (The Political Economy of Agricultural Policy Reform in India: Birner, Gupta, & Sharma)
15	Environmental Sector Policies Public Policy instruments for environmental management Identifying Opportunities and Challenges for Businesses	CASE: Water Crisis in India Chapters 11,26 (Policy Instruments for Environmental and Resource Management: Sterner)
16	Energy Policy of India Electricity Sector Policies: Electricity for All, JNNSM, Smart Grids Mission Identifying Opportunities and Challenges for Businesses	Readings compiled from multiple sources
17	Policies for urbanization and urban areas Public Transport, Smart Cities	CASE: Indore City Bus Transport Service (B)

	Identifying Opportunities and Challenges for Businesses	
18	Policies for Digital India Accountability of public services Managing Corruption E-governance and UID 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. Bardhan, P. The Economists' Approach to the Problem of Corruption, <i>World Development</i> , 34(2), pp. 341-348.
19-20	Policy Assessment Group Project Presentations	

 Each class is of 90 minutes duration.



IX.31 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 counter views
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.32 STRATEGIC IMPLEMENTATION THROUGH SIMULATION

[3 Credits]

Course Outline for “Strategic Implementation through Simulation”-BM/HR (6th Term)

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 Leadership

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.33 STRATEGIC LEADERSHIP AND GOVERNANCE

[3 Credits]

Introduction:

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 organisation'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 organisation'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.

IX.34 STRATEGIC MARKETING MANAGEMENT

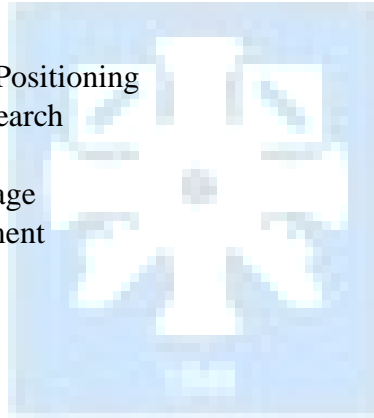
[3 Credits]

Objectives:

To gain a solid understanding of the concepts, theories, and paradigms that constitutes marketing strategy formulation and implementation through case studies, lectures, & simulation exercises. The focus would be on the creative process involved in integrating marketing decisions with other functional business decisions and applying the knowledge of marketing to the development & implementation of marketing strategy.

Topics:

- Marketing Strategy
- Strategic Marketing Planning
- Competitive Market Analysis
- Environment Analysis
- Customer Analysis
- Competitor Analysis
- Organizational Resource Base
- Competitive (Current & Future) Positioning
- Segmentation & Positioning Research
- Selecting Target Markets
- Sustainable Competitive Advantage
- Customer Relationship Management
- Strategy Implementation
- Strategic Alliances & Networks
- Corporate Social Responsibility



IX.35 STRATEGIES FOR GRAND CHALLENGES

[3 Credits]

Course Description:

Future managers in Business Schools, during their two-year sojourn, learn extensively about organizations and corporations deploying strategies, creating shareholders value, build resources and develop competencies. Such extensive immersion aims to transform a student into a manager who will be ready to solve problems that businesses will face. In this course, believing and building on this innate strength of solving problems of scale, students will be exposed to numerous strategies that departs from and extend to the traditional business cases. Grand challenges are understood as ‘critical barriers of our time, if removed, would help in solve a societal problem with a high likelihood of global impact through widespread implementation’ (George et al., 2016). Such impact work requires most active reformulation of known strategies.

This course is borne out of the belief and faith that understanding and resolving grand challenges will bring new learning to the future leaders. This entails a broader sense of strategy formulation and implementation as demonstrated through different forms of organizing. For instance, how “inclusive and equitable quality education” (reflected in UN SDG 4) may require multiple strategies of resource provisioning, coordination and collaboration among stakeholders can be a critical source of learning and preparing managers for future challenges. Evidence suggests that such grand challenges extend scope of firms understood in traditional sense.

Strategizing for grand challenges offers opportunity to create societal/ economic value on a shared and sustainable basis. Specifically, the course will evolve understanding of grand challenges in Education (SDG 4), provisioning Health and Well-being (SDG 3), creating Sustainable cities and communities (SDG 11), and providing decent work and opportunities of growth (SDG 8) which will act as guiding elements in broadening the problem solving approach. While recognizing that there are other grand challenges too, the learning of the course will equip participants to systematically analyze the context of challenges and build on learning from challenges to be covered in the course. Critique that ‘often management students/ professionals view societal/environmental challenge as a “beyond business sense” or best left to social and non-profit ventures will be appreciate the strategies of future. There is ample opportunity, as experiences and evidence shows, that future of strategy will have more wider conceptual and contextual landscape to learn.

Course Objectives:

- Understanding meaning of diverse nature of grand challenges and their contextual significance.
- Understanding approaches that are required to solve these challenges and estimate these opportunities.
- Understanding limits of achieving them through current business as usual approach?
- Understanding diversity of impact mechanisms, execution, scale, hybrid organizing, necessity entrepreneurship and many more concepts that has shown promise in organizing.

IX.36 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 Organisation
- Hybrid Forms of Economic Organisation : Alliances, Networks and Equity Joint Ventures
- Typology of Strategic Alliances
- Significance of Networks as a Mode of Economic Organisation
 - ✓ Knowledge Networks and Technological Innovation in Networks
 - ✓ Networks to Set Industry Standards
 - ✓ Social Networks: Competitive Significance of Relations Beyond Firm Boundaries
- Alliance Between Competitors
 - ✓ Pre-competitive Alliances
 - ✓ Market Sharing Alliances
- Organisational 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 Relationship.

IX.37 TECHNOLOGY MANAGEMENT

[3 Credits]

Objectives:

The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.

Topics:

1. Evolution of Technology; Effects of New Technology
2. Technology Innovation
 - Invention-Innovation-Diffusion
 - Revolutionary and Evolutionary Innovation
 - Product and Process Innovation
3. Strategic Implications of Technology
 - Technology - Strategy Alliance
 - Convergent and Divergent Cycle
 - The Balanced Approach
4. Technology Assessment
 - Technology Choice
 - Technological Leadership and Followership
 - Technology Acquisition
5. Technological Forecasting
 - Exploratory: Intuitive, Extrapolation, Growth Curves, Technology Monitoring
 - Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
6. Diffusion of Technology
 - Rate of Diffusion; Innovation Time and Innovation Cost
 - Speed of Diffusion
7. Technology Indicators
 - Various Indicators
8. Organisational Implications of Technology
 - Relationship between Technical Structure and Organisational Infrastructure
 - Flexible Manufacturing Management System (FMMS)
9. Financial Aspects in Technology Management
 - Improving Traditional Cost Management System
 - Barriers to the Evaluation of New Technology
10. Social Issues in Technology Management
 - Technological Change and Industrial Relations
 - Technology Assessment and Environmental Impact Analysis

11. Human Aspects in Technology Management

- Integration of People and Technology
- Organisational and Psychological Factors
- Organisational Outcome

12. Technology Transfer

13. Technology Management Scenario in India

