SYLLABUS

Postgraduate Programme in Business Management
Batch 2019-21

Office of the Dean
XLRI
Xavier School of Management
For the greater good
April 2019
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V.15 Marketing Research
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V.17 Product and Brand Management
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V.20 Sales and Distribution Management
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ELECTIVES
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VIII.8  Business Intelligence and Data Mining [also IS]
VIII.9  Demand and Business Forecasting [also Eco]
VIII.10 Leading Digital: Turning Technology into Business Transformation [also IS]
VIII.11  Enterprise Resource Planning [also IS]
VIII.12  Logistics and Supply Chain Management
VIII.13  Materials Management
VIII.14  Production Planning and Control
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IX.15  Entrepreneurship and New Ventures [also ECO]
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IX.34  Technology Management [also PODS]
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PREFACE

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.

June 2019
XLRI Jamshedpur
PROGRAMME DESIGN AND REQUIREMENTS:
BM 2018-20 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 105 credits (63 credits from core courses and 42 credits from elective courses), a Summer Project and compulsory participation in Team Building and Village Exposure Programmes.

(1) Summer Project – a Non-credit Course
Summer Project is a compulsory non-credit course. A student is required to do a summer project on any aspect of 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 team work through adventure activities (The programme includes overnight camping in tents.)
A village exposure programme is also mandatory for the students. The students are expected to stay in the villages. They are expected to study some of the practices and issues relating to rural India.

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

(a) Secures a minimum CQPI of 5.5 in the courses up to Term III and

(b) The core courses average [upto Term I to III of the area of dissertation topic should be 6.00 or more.

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

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

1. Economics
2. Finance
3. General Management
5. Information Systems
6. Marketing
7. Organisational Behaviour
8. Production, Operations & Decision Sciences
9. Strategic Management
The total number of credits for the core courses are 63 (Sixty-Three) credits. The Term-wise distribution of core courses in the first year for BM shall be 21-22-20 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. Finance
3. Information Systems
4. Marketing
5. Production, Operations & Decision Sciences
6. 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:

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<td>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</td>
<td>1</td>
<td>Lecture Notes, Mankiw Chapter 1</td>
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<td>2</td>
<td>Use of Opportunity Cost and its application in International Trade</td>
<td>1</td>
<td>Lecture Notes, Mankiw Chapter 3</td>
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<td>3</td>
<td>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</td>
<td>2</td>
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<td>4</td>
<td>Decision Making in the Household: Revealed Preference and its use in evaluating price indices</td>
<td>1</td>
<td>Lecture Notes, Chapter 21</td>
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<td>Modules</td>
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<td>5</td>
<td>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</td>
<td>2</td>
<td>Lecture Notes, Chapter 21</td>
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<td>6</td>
<td>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).</td>
<td>2</td>
<td>Mankiw Chapters 4, 5 and 6</td>
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<td>7</td>
<td>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.</td>
<td>2</td>
<td>Lecture Notes, Mankiw Chapter 9</td>
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<td>8</td>
<td>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.</td>
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<td>9</td>
<td>Firm Behaviour under competition and monopoly</td>
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<td>Modules</td>
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<td>Strategic moves and decisions; Simultaneous move games and Nash equilibrium;</td>
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<td>Repeated games and tacit collusions</td>
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<td>Tacit collusions in oligopoly</td>
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<td>Capacity competition - Cournot model; Cournot competition in repeated game.</td>
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<td>Problem set - B</td>
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<td></td>
<td>Product differentiation; Price competition in differentiated products market;</td>
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<td>Quality competition and spatial competition.</td>
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<td>13</td>
<td><strong>Sequential move entry decision – Stackelberg model; Entry deterrence by capacity expansion</strong></td>
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<td>Handout 3</td>
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</table>
I.3 APPLIED ECONOMETRICS FOR MANAGERS
[3 Credits]

Objectives:

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 analyse 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.

Aim of the Course:
The aim of the course is to impart students the applications of various econometric tools and techniques in solving diverse managerial problem and make effective decision, which neither statistics nor mathematics nor business can do it independently.
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 Session Plan
1. Applications of Econometrics in Business S1
   - Nature and scope of applied econometrics in business
   - Understating the structure of data for analysis and applications
   - Introduction to various econometrics software packages

   Applications: Efficiency of clearing crews, stock returns of GM etc.…

2. Exploring and discovering Econometric Models S2-S7
   - 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

   Applications: Patents and R&D, Bus fare pricing, Consumer Credit Counseling etc.,

Case: The Consumer Packaging Case, Nopane Advertising
Non-Linear Regression Model
Data Transformation, Estimation & Interpreting Nonlinear Regression Models

Applications: Salaries of Top Managers, Bus travel etc.

Case: Sarah Gets Diamond Case.

3. Selecting the Best Models S8-S11

- 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

Applications: Improving Parcel Handling, Demand for Electricity etc.

Case: The Hot Dog Case

4. Making Models More Flexible S12-S14

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

Applications: Determinants of Tourism Hotel Expenditure, Direct Marketing of a Financial Product etc.

Case: The California Strawberries.

5. Concurrent Models S15-S16

- Simultaneous Equation Models
- Problems of Identifications and Estimations

Applications: Regulation in the Contact Lens industry, etc. Product demand and supply, housing expenditure and savings etc.

Case: The Refrigerator Pricing,

6. Dynamic Models S17-19

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

Applications: Hourly Electricity Load, Dividends payments with profit of the firms.

Case: Soda Sales and Harmon Foods

7. Synchronized Models S20
Panel Regression Model

Balanced Panel vs Unbalanced Panels

Fixed Effect vs Random Effect Model

**Applications:** Effect of Garbage Incinerator’s Location on Housing Prices; Investment, capital stock, profitability etc. of Indian firms.

**Case:** Guest First Hotel
I.4 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
1.5 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


5. Economic Inequality and Development Interconnections 2 Debraj Ray, Chapter 6, Economic Inequality, Chapter 7, Inequality and Development Interconnections


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


11. Infrastructure Bottlenecks in the Indian Economy1 Lecture Notes

I.6 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)
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.
<table>
<thead>
<tr>
<th>Session No.</th>
<th>Topic(s)</th>
<th>Book Chapters(s) / Article(s) / Case(s)</th>
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<tr>
<td>1</td>
<td>Introduction and overview of the course Demand side economies of scale – Network externality Supply side economies of scale – Increasing returns</td>
<td>Book Chapter: 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</td>
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<tr>
<td>3 - 4.</td>
<td>Analyzing the hardware industry – Network externalities approach</td>
<td>Oz Shy, The Economics of Network Industries, Ch 2 – The Hardware Industry</td>
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<td>5</td>
<td>Analyzing the hardware industry – The software approach</td>
<td>Book Chapter: Oz Shy, The Economics of Network Industries, Ch 3 – The Software Industry</td>
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<td>6 - 7</td>
<td>Technology adoption, patents, licensing and standardization in network industries</td>
<td>Book Chapter: Oz Shy, The Economics of Network Industries, Ch 4 – Technology Advance and Standardization</td>
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<td>8 - 9</td>
<td>Economics of the Telecommunication Industry</td>
<td>Book Chapter: Oz Shy, The Economics of Network Industries, Ch 5 – Telecommunication</td>
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<td>12</td>
<td>Network Mobilization and Platform Control</td>
<td>Case: NTT DoCoMo Inc.: Mobile FeliCa</td>
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<td>13</td>
<td>Envelopment and Interoperability</td>
<td>Case: RealNetworks Rhapsody</td>
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<td>17.</td>
<td>Pricing Software II</td>
<td>Case: Bundling</td>
</tr>
<tr>
<td>20</td>
<td>Course Wrap Up and Concluding Discussions</td>
<td>Article: Chris Anderson, “Free! Why $0.00 Is the Future of Business” Wired, Feb 25, 2008</td>
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</table>
I.8 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.9 EXPERIMENTAL ECONOMICS FOR MANAGERS

[3 Credits]

Objectives:

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

Experimental Economics for Managers
Course content and session plan, Session Experiment Purpose Reading

Sessions 1-5: Basics of experimental methods
1 Claim submission experiment Introduction to the course; Treatments in experiment Holt, Chapter. 1 and Chapter 2

2 First price auction Chamberlin’s Trading Pit Induced values for control; Running experiment by hand Holt, Chapter. 2

3 Double Auction - Vernon Smith’s modified Trading Pit Market designing using experiments Holt, Chapter. 6

4 No experiment. Evaluation of experiments done in class Designing of experiments Issues on instructions, deception, monetary incentives and repetition; Introduction to psychological and behavioral experiments; Comparisons vis-à-vis economics experiments.

5 Discussion of two experiments
A. Experience gift and relational strength
B. Stealing and lying for supervisor – an ethics experiment Evaluation of experiments;

Where experiments may go wrong; Understanding what constitutes good control.

Sessions 6-10: Designing and programing experiments
6-7 Students presentations of experiment designs (proposals)Evaluating designs

7 Instructor’s presentation of design Evaluating designs of experiments

8 Social dilemma experiment Running experiment on ztree; Z-tree programming z-tree manual

9 First price auction Second Price auction Z-tree programming z-tree manual

10 Effort choice Z-tree programming z-tree manual

Sessions 11-14: Students’ experiments

Sessions 15-17: Individual decision under incomplete information
15 Lottery choice
Probability Matching Designing experiments to understand risk preference Holt, Chapter. 6, Chapter.30

16 Paired lottery choice Guessing game Role of subjects’ cognitive ability
Risk preference anomaly (Allais Paradox, Prospect Theory) Holt, Chapter. 4, Chapter. 7 and Chapter. 30

17 Information cascade and learning Ambiguity aversion v. risk aversion Holt, Chapter.31

**Session 18: Students’ presentation of experiment data**
18 Presentation of experiment data by all groups Data handling

**Sessions 19-20: Advanced and complex experiments**
19 Common value auction Inducing risk neutrality in Experiments Holt, Chapter.21
20 Multi-unit auction Designing and framing of instruction in a complex experiment Holt, Chapter.22
I.10 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 the1970s;
   - The special case of the emerging economies.
   - A changing world order.

4. The increased importance of the management profession: the prospects and challenges.
I.11 INDUSTRIAL ECONOMICS AND COMPETITIVE STRATEGIES

[3 Credits]

Objectives:
1. To help gain an understanding of:
   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

PUBLIC POLICY & REGULATION
12. Issues in Antitrust & regulatory Economics-Session 20
I.12 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 are we 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:

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<td></td>
<td>Internationalisation of business – meaning, dimensions</td>
<td>Functional knowledge</td>
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<td>2</td>
<td>Ricardo and Comparative advantage</td>
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<td>Problem solving</td>
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<td>Decision making</td>
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<td>Krugman’s model of Intra-Industry Trade</td>
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<td>Global mindset</td>
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<td>WTO tariff structure and problem solving based on WTO tariff structure</td>
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<td>Dumping and Antidumping Duty under the WTO</td>
<td>Quest for excellence</td>
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<td>Subsidies and Countervailing duties under the WTO, regional integration Problem solving</td>
<td>Quest for excellence</td>
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<td>Strategic Trade Policy under oligopolistic markets</td>
<td>Quest for excellence</td>
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<td>Currency market and basic Central Bank operation, Product market approach to determination of exchange rate</td>
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<td>Asset market approach to determination of exchange rate</td>
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<td>Basics of fixed and flexible exchange rate, export import and currency market</td>
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<td>Monetary approach and asset market approach to predict future exchange rate</td>
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<td>17</td>
<td>Open economy macroeconomics</td>
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<td>18</td>
<td>International Financial Crises models - Understanding the recent few crises, The Euro Crisis, Economic risk indicators for FDI and FII</td>
<td>Quest for excellence</td>
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<td>Students' presentation of term papers</td>
<td>Quest for excellence</td>
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I.13 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).

3. Issues in Regulation that come about with privatization.
     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.
   - Competition in India’s Energy Sector, TERI Report, Chapter 3: Competition Issues in India’s Energy Sector.
     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.
     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.

   - Public Procurement and the Private Sector, Ajay Pandy, 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
   - 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.

   - Handbook of Economic Analysis of Investment Operations, Pedro Belli et al. Operations Policy Department Learning and Leadership Center

    - India Infrastructure Report 2009: Land: A critical resource for infrastructure
    - “The Economic Approach to Law” Thomas J. Miceli
    Chapter 7: Involuntary transfers and regulation of property
I.14 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

   • 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.15 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.16 GAME THEORY FOR MANAGERS

[3 Credits]

Course Objective:

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

Course Content:

Module A (Games of Complete Information – Fundamentals and Applications) – 8 sessions
Introduction to game theory – Concept of individual rationality, Sequential move games, backward induction and foresight, Simultaneous move games - Pure strategy Nash equilibrium, Repeated games, Simultaneous move games - Mixed strategy Nash equilibrium, Commitment and Strategic Moves - Credibility, threats, and promises ,War of Attrition, Negotiations – Wage / price bargaining under complete information, Investment and hold-up problem.

Module B (Games of Complete Information – Advanced Topics) – 4 sessions
N-person games – Collective action and coordination Matching games and market designing Cooperative games and coalition formation Evolutionary game theory

Module C (Games of Incomplete Information and its Business Applications) – 8 sessions
Introduction to games of incomplete information and Bayesian Nash equilibrium, Sequential move games of incomplete information and Perfect Bayesian equilibrium; Doing business with limited information, Negotiation failure under incomplete information; Managing “principal-agent problems” by creating incentives, Designing contracts Auctions and bidding ,The structure of signaling games Job-market signaling, Certification as signal, Entry deterrence under incomplete information.

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

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

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

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

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

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

Module B (Games of Complete Information – Advanced Topics) Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)
N-person games - Problem Solving Session (Set B1) 3-person games (Chapter 7 of McCain)
N-person games (Chapter 10 of McCain) Collective-action games (Chapter 12 of Dixit and Skeath)

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

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

Module C
(Games of Incomplete Information and their Business Applications)
Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)

13 and 14. Introduction to games of incomplete information
Simultaneous move games of incomplete information - Bayesian Nash Equilibrium
□ Bayesian Games (Chapter 9 of Osborne) □ Information (Chapter 6 of Binmore)

15. Sequential move games of incomplete information - Perfect Bayesian Equilibrium
Wage bargaining under incomplete information; Final Offer Arbitration; A note on strikes (Sumit Sarkar); A note on Final Offer Arbitration (Sumit Sarkar) Out-think Chapter. 7

16. Designing contracts under incomplete information Problem Solving Session (Set C1)
□ Risk and Incentives in Contracting (Chapter. 25 of Watson)

17 and 18. Auctions and bidding – Private value auctions with risk-neutral and risk averse bidders.
□ Bidding Strategy and Auction Design (Chapter 17 of Dixit and Skeath) □ A Simple Mathematical Note on Auctions (Sumit Sarkar)

19. The structure of signaling games □ Entry deterrence under incomplete information
□ Case: Fog of Business (HBS) □ Note: Bitter-Sweet Temptation (Sumit Sarkar) □ Uncertainty and Information (Chapter 9 of Dixit and Skeath)

20. Job-market signaling: Problem Solving Session (Set E) □ A Note on Signaling Games (Sumit Sarkar)
I.17 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 hallmark 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
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:

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<td>Financing and Capital Structure</td>
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<td>Managing Earnings and Liquidity</td>
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<td>Corporate Risk Management</td>
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**’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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Chapter of Text</th>
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<tbody>
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<td>1</td>
<td>Financial Economics: The Finance of Business and The Business of Finance</td>
<td>Chapter 1</td>
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<td>Case: Role of Capital Market Intermediaries in The Dot-Com Crash of 2000</td>
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<tr>
<td>2</td>
<td>Financing Your Start-up: Magic or Logic?</td>
<td>Chapter 15</td>
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<td>Case: Bladelogic (A)</td>
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<tr>
<td>3, 4</td>
<td>Financing and Valuation: Where Does The Value Come From?</td>
<td>Chapter 11</td>
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<td>Re-visiting FM I</td>
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<td>5</td>
<td>Can the Capital Structure Be A Source of Value? De-composing Investors’ Desired Rates of Returns Risk Factors, Betas, Leverage</td>
<td>Chapter 7, 8</td>
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<td>6</td>
<td>Can the Capital Structure Be A Source of Value? Capital Structure Theories</td>
<td>Chapter 17</td>
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<td>7</td>
<td>Raising Long Term Funds: Markets and Institutions, Products and Instruments</td>
<td>Chapter 14, 25</td>
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<td>8</td>
<td>Accessing Public Funds, the IPO</td>
<td>Chapter 14, 15</td>
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<td>Case: Alibaba’s IPO Dilemma: Hong Kong or New York?</td>
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<tr>
<td>9</td>
<td>Creating Value through Product Design</td>
<td>Chapter 17</td>
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<td>Case: Tata Steel Limited: Convertible Alternative</td>
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<td>10</td>
<td>How Much Debt Is 'Good Debt?'</td>
<td>Chapter 18</td>
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<td>Case: Iridium LLC</td>
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<td>11</td>
<td>Structuring a Project Financed Deal</td>
<td>Chapter 14, 25</td>
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<td>Case: Poland’s A2 Motorway</td>
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<td>12</td>
<td>Enhancing Value through Financial Restructuring</td>
<td>Chapter 18</td>
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<td>Case: RJR Nabisco-1990</td>
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<td>13</td>
<td>Retained Earnings as a Source of Funds: Earnings Distribution and Dividend Policy</td>
<td>Chapter 16</td>
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<td>Case: Dividend Policy at FPL Group, Inc.</td>
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<td>14</td>
<td>Estimating the Cost of Capital for Your Firm</td>
<td>Chapter 9</td>
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<td>Case: H.J. Heinz: Estimating the Cost of Capital In Uncertain Times</td>
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<td>15</td>
<td>Estimating the Cost of Capital for Your Business Unit</td>
<td>Chapter 10</td>
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<td>Case: Marriott Corporation: The Cost of Capital</td>
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<td>16</td>
<td>The Working Capital Decision and Cash Flow Analysis</td>
<td>Chapter 30, 31</td>
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<td>Case: Dell’s Working Capital</td>
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<td>17</td>
<td>Growth and Attendant Financing Challenges</td>
<td>Chapter 29, 30</td>
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<td>Case: Clarkson Lumber Co.</td>
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<td>18</td>
<td>Internationalization Of Business and the Currency Risk</td>
<td>Chapter 24, 25</td>
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<td>Case: Foreign Exchange Hedging Strategies</td>
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<td>At General Motors</td>
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<td>At General Motors</td>
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<tr>
<td>19,20</td>
<td>Introduction to Forwards, Options</td>
<td>Chapter 20</td>
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</tbody>
</table>
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:

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

[1.5 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


- **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 ,

- Ten Conclusion: Investment Styles, Value Investing

Reading: Note on Behavioral Finance, Ivey Publishing
II.6 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.7 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.

<table>
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<th>Broad Coverage</th>
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<td>I</td>
<td>An Introduction</td>
<td>Cash Flows – Importance &amp; Utility (Conceptual Clarification)</td>
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<tr>
<td>6</td>
<td>II</td>
<td>The Fundamentals</td>
<td>A Re-look at IRR method and Pay Back Method of Investment Appraisal (Conceptual Clarification)</td>
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<td>7</td>
<td>III</td>
<td>The Denominator</td>
<td>Selecting the most appropriate discounting factor (Conceptual Clarification)</td>
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<tr>
<td>8 &amp; 9 (2 Sessions)</td>
<td>IV</td>
<td>The Numerator</td>
<td>Components of Project Cost (Practical Insight) Financial Forecasting Techniques (The Concepts – Tricks of the Trade) A Class Exercise on Developing Meaningful &amp; Reliable Financial Forecasts (A Case Analysis Exercise)</td>
</tr>
<tr>
<td>10</td>
<td>-</td>
<td>THE MID TERM EXAMINATION</td>
<td>Mid Term Exam of CAPEX (30% Evaluation) (An Open Notes Examination)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Based on Modules I, II, III &amp; IV</td>
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<tr>
<td>11</td>
<td>V</td>
<td>Risk Analysis (Basic Concepts)</td>
<td>Risk Analysis Exercise in CAPEX Decision Making Process - Practical Insight (Conceptual Clarification)</td>
</tr>
<tr>
<td>14</td>
<td>VI</td>
<td>Long-Term Contracts</td>
<td>Financial Reporting (Concepts &amp; Practice) (Focusing on Long Term Construction Contracts)</td>
</tr>
<tr>
<td>17</td>
<td>VIII</td>
<td>Leasing Concepts</td>
<td>Various Facets of Leasing Arrangement (Conceptual Clarification)</td>
</tr>
<tr>
<td>18</td>
<td>IX</td>
<td>Project Financing (Practical Aspects)</td>
<td>Project Financing &amp; Capital Rationing Problem Project IRR vs. Equity IRR (A Clarification) Infrastructure Financing (Important Features) (Concepts &amp; Practice)</td>
</tr>
<tr>
<td>19</td>
<td>X</td>
<td>Taxation Interfaces</td>
<td>How applicable tax regulations monitor and govern Capital Expenditure Decisions (An Overview)</td>
</tr>
<tr>
<td>20</td>
<td>XI</td>
<td>Miscellaneous</td>
<td>M&amp;A Decisions versus CAPEX Decisions</td>
</tr>
<tr>
<td>Various Interfaces – Similarities &amp; Dissimilarities</td>
<td></td>
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<td>---------------------------------------------------</td>
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<tr>
<td>Financial Reporting Aspects / Issues</td>
<td></td>
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<tr>
<td>(Long Term Construction Contracts - Concepts)</td>
<td></td>
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<tr>
<td>Practical Difficulties in CAPEX Decisions</td>
<td></td>
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</tr>
<tr>
<td>(A Case for Conceptual Clarification)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
II.8 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.

<table>
<thead>
<tr>
<th>SESSION NO</th>
<th>TOPIC</th>
<th>CLASS ACTIVITY</th>
<th>READING FROM TEXT</th>
</tr>
</thead>
</table>
| 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 | 1. Case:  
2. Lecture/discussion on basics of credit appraisal and delivery with special | Chapters 5, 6 and 15 |
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Topic</th>
<th>Lecture/Case/Discussion</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Credit Risk Management – The role of Credit monitoring, and workout processes</td>
<td>Case: Lecture/case discussion/simple numerical exercises</td>
<td>Chapters 7, 8</td>
</tr>
<tr>
<td>12, 13</td>
<td>Advanced topics in Credit Risk Management – Credit risk</td>
<td>1. Case:  2. Working out a</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>14</td>
<td>Market risk management</td>
<td>Lecture/discussion/simple problems</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>15, 16</td>
<td>Bank Capital – Risk, Regulation and Adequacy</td>
<td>Lecture/case discussion/simple problems. The class will look at the basic features of bank capital and explore the successive Basel norms for capital adequacy</td>
<td>Chapter 11</td>
</tr>
<tr>
<td>17, 18</td>
<td>Other Banking risks</td>
<td>Lecture/case discussion. These crucial issues will be addressed through examples and problems</td>
<td>Chapter 12</td>
</tr>
<tr>
<td>19, 20</td>
<td>Final Project Presentations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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, assying
- Issues related to monetering 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 indicies 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 VI A - 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 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.

<table>
<thead>
<tr>
<th>The Course Flow &amp; Session No</th>
<th>Module No</th>
<th>The Module</th>
<th>Broad Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I</td>
<td>An Introduction (First 30 Minutes) Clarifying a Few Vital Concepts</td>
<td>An Overall Introduction to the FAPC Course Few Fundamental Concepts in Corporate Finance (A Concept Clarification Exercise)</td>
</tr>
<tr>
<td>2</td>
<td>II</td>
<td>A Recapitulation</td>
<td>Financial Accounting Fundamentals (The Module in the nature of a Recapitulation Exercise)</td>
</tr>
<tr>
<td>3, 4 &amp; 5 (3 Sessions)</td>
<td>III</td>
<td>Financial Analysis (Part I)</td>
<td>Cash Flow &amp; Fund Flow Statements (Creation, Presentation &amp; Analysis Technique)</td>
</tr>
<tr>
<td>6, 7 &amp; 8 (3 Sessions)</td>
<td>IV</td>
<td>Financial Analysis (Part II)</td>
<td>Analyzing Financials (Utility &amp; Applications) (The tricks of the trade – Case Based Approach)</td>
</tr>
<tr>
<td>9 &amp; 10 (2 Sessions)</td>
<td>V</td>
<td>Financial Analysis (Part III)</td>
<td>SECTOR SNAPSHOT (The Format) (Detail Explanation of the Overall Design &amp; Structure) Conducting Analysis with Appropriate Focus (The Tricks of the Trade - Case Based Approach)</td>
</tr>
<tr>
<td>11</td>
<td>VI</td>
<td>Financial Planning (Part I)</td>
<td>Various Performance Measurement Yardsticks (Looking at non conventional parameters)</td>
</tr>
<tr>
<td>12</td>
<td>VII</td>
<td>Creating Awareness (An Overview Only)</td>
<td>Introducing Consolidated Financial Statements (An Overview – Conceptual Clarification)</td>
</tr>
<tr>
<td>13 &amp; 14 (2 Sessions)</td>
<td>VIII</td>
<td>Financial Planning</td>
<td>Special Issues in Corporate Restructuring Deals</td>
</tr>
<tr>
<td>Session</td>
<td>Part</td>
<td>Financial Planning (Part III)</td>
<td>Financial Forecasting Technique (The Tricks of the Trade – Concepts &amp; Practice)</td>
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</tr>
<tr>
<td>15</td>
<td>IX</td>
<td>Financial Planning</td>
<td></td>
</tr>
<tr>
<td>16, 17 &amp; 18 (3 Sessions)</td>
<td>X</td>
<td>Financial Controls (Part I)</td>
<td>The FAPC Assignment (Components A &amp; B) (Explaining the Design / Structure &amp; Focus) Various Audit Control Mechanisms (Concepts &amp; Practices)</td>
</tr>
<tr>
<td>19</td>
<td>XI</td>
<td>Financial Controls (Part II)</td>
<td>Creative Accounting Practices (Conceptual Framework &amp; Industry Practices)</td>
</tr>
<tr>
<td>20</td>
<td>XII</td>
<td>Financial Planning (Part IV)</td>
<td>Revival of Sick Companies (Clarifying Conceptual Framework &amp; Industry Practices)</td>
</tr>
</tbody>
</table>
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)

<table>
<thead>
<tr>
<th>Session No</th>
<th>Module</th>
<th>The Module</th>
<th>Broad Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I</td>
<td>Cash Management</td>
<td>Managing Short Term Cash Crisis (A Case) (Clarifying the Concepts &amp; Practice)</td>
</tr>
<tr>
<td>2 &amp; 3</td>
<td>II</td>
<td>GST (Part I)</td>
<td>Goods &amp; Service Tax (GST) – Part I (Clarifying the Basic / Fundamental Understanding)</td>
</tr>
<tr>
<td>4 &amp; 5</td>
<td>III</td>
<td>GST (Part II)</td>
<td>Goods &amp; Service Tax (GST) – Part II (Clarifying the Specific Features / Clauses / Provisions etc that relate to the Marketing Function)</td>
</tr>
<tr>
<td>6, 7 &amp; 8</td>
<td>IV</td>
<td>Receivables Management</td>
<td>Management of Receivables (A Financial Perspective) (Clarifying the Concepts &amp; Practice)</td>
</tr>
<tr>
<td>9 &amp; 10</td>
<td>V</td>
<td>Management Reports</td>
<td>Developing Quality Management Reports</td>
</tr>
<tr>
<td>(2 Sessions)</td>
<td>(Case Based Approach Essentially Focusing on Bottom Line Implications of Various Marketing Decisions)</td>
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<td>---------------------------------------------------------------------------------------------</td>
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<tr>
<td>10 Sessions</td>
<td>TOTAL</td>
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</table>
II.13 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
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:

<table>
<thead>
<tr>
<th>Session</th>
<th>Discussion topics</th>
<th>Readings/cases</th>
</tr>
</thead>
</table>
| 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 | Chapter 9 |
| 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| Foreign Exchange Market (FX Market)  
- Nature, Function and participants in the FX Market  
- FX regimes, FX rate determination  
- Factors affecting exchange rate  
- Foreign Exchange Markets and Transactions | Chapter 13  
Fx Market and Tractions (HBS Case Note)  
Problem solving in class exercises: |
| 8, 9 &10 | Stock Market  
|-----------|--------------------------------------------------|
|           | - Common stock vs. preferred stocks              | Chapter 11  
|           |                                                  | Guest lecture |
II.15  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 6:
- 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 7 to 10:
- Building a Financial Statements Model
  - Balancing the Model
  - Managing Circularity
  - Valuing the Entity

Model 3: Building a Valuation Model for AB Cements

Sessions 11 to 14:
- 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 Project Finance Model for a Real Estate Project

Sessions 15 to 17:
- Building a Project Finance Model
  - Re-doing some of the date calculations from Model 1
  - Building the Revenue Model
  - Preparing the Financials
  - Estimating DSCR for the Project
  - Performing Sensitivity Analysis
  - Negotiating with the Bank
Model 5: Building a Valuation Model for a Private Equity Firm

Sessions 18 to 20

- Developing the Model Assumptions
  - Valuing the Business
  - Estimating Equity IRR
  - Building sensitivities in the model
II.16 ADVANCED FINANCIAL MODELING USING R

[3 Credit]

**Objective:**
This course is designed to combine finance theory with active classroom experiments using R to 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:**

<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Coverage</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>R basics for Finance</td>
<td>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</td>
<td>Chapter -II</td>
</tr>
<tr>
<td>2</td>
<td>Financial Statement Analysis</td>
<td>Introduction to R Package Quantmode, download BS/CS/IS/CSFS using R, conducting ratio analysis using R</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>3 &amp; 4</td>
<td>Capital Asset Pricing Model</td>
<td>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</td>
<td>Chapter 5&amp;6</td>
</tr>
<tr>
<td>7 &amp; 8</td>
<td>Portfolio Analysis</td>
<td>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.</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>9 &amp; 10</td>
<td>Value at Risk</td>
<td>Introducing R package for “Performance Analytics” , Estimating Delta Normal VaR, 1 day VaR vs. n day VaR, Estimating Historical VaR, Modified VaR, Expected shortfall</td>
<td>Chapter 11</td>
</tr>
<tr>
<td>11 &amp; 12</td>
<td>Option pricing Models</td>
<td>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</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>13, 14 &amp; 15</td>
<td>Credit Risk Analysis</td>
<td>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 volatility for KVM model, estimating total asset and its volatility, estimating LPM for credit default estimation.</td>
<td>Chapter 12</td>
</tr>
<tr>
<td>16, 17 &amp; 18</td>
<td>Volatility Models in Finance</td>
<td>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</td>
<td>Reading material s</td>
</tr>
<tr>
<td>19 &amp;20 Technical Analysis</td>
<td>Introducing TTR and quandl packages, pooling data from Bloomberg, developing technical trading analysis with moving averages, Oscillators, price channels and trade indicators</td>
<td>Reading materials</td>
<td></td>
</tr>
</tbody>
</table>
II.17 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
- 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


4. Sector Risk Analytics: Interest Rate Markets, Interest Rate Markets & Their Risk Measurement, Measurement of Duration, Convexity, M-Square, Active Portfolio Risk Management


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


12. Risk Management Lessons, Case studies
II.18 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
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
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.19 FIXED INCOME SECURITIES

[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.20 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 credits 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.21 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:

<table>
<thead>
<tr>
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<th>Topics</th>
<th>Learning goals</th>
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<td><strong>MODULE 1</strong></td>
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<tr>
<td>1</td>
<td>Introduction - International comparisons Internationalisation of business – meaning, dimensions</td>
<td>Quest for excellence Functional knowledge</td>
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<td>2</td>
<td>Ricardo and Comparative advantage Problem solving</td>
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<td>11</td>
<td>Strategic Trade Policy under oligopolistic markets</td>
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<td>19</td>
<td>Students’ presentation of term papers</td>
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II.22 INTERNATIONAL FINANCIAL MANAGEMENT

[3 Credits]

Objectives:

The broad objective of this course is to expose the students to the various issues related to 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 websites 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


   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

   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*


II.23 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:

- 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
- 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,
- Introduction to Financial Stochastic, Interest Rate Modeling, generating Interest Rate Processes, Vasicek and Cox-Ingersoll and Ross calibration.
II.24 MERGERS, ACQUISITIONS 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.

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<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Text Book Reading</th>
<th>Case Discussion</th>
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</table>
| 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 |
<p>| 5       | Financial Reporting and Taxation Issues in M&amp;A | Chapter: 12 | Accounting for Acquisition at JDS Uniphase Corporation |
| 6       | Strategic Acquisition vs. Financial Acquisition | The Bid for Bell Canada Enterprise (BCE) |
| 7       | Hostile Takeover Defensive Strategies | Chapter: 3 | Fashion Faux Pas Gucci &amp; LVMH |
| 8 &amp; 9   | Strategic Issues in Growing Business | Nucor at a Cross Roads |
| 10 &amp; 11 | Managing Consistent Inorganic Growth | Ispat International N.V.: Spinning Steel into Gold |
| 12      | Cross Border M&amp;A | Chapter: 17 | Tata Motor's Acquisition of Daewoo Commercial Vehicle Company |
| 13      | Managing Post M&amp;A Issues | Chapter: 6 | Tata Motor's Integration of Daewoo Commercial Vehicle Company |
| 14      | Factors leading to Value Destroying M&amp;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 |</p>
<table>
<thead>
<tr>
<th>Chapter</th>
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<tr>
<td>19</td>
<td>Divestitures</td>
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<td>Privatising a Public Firm</td>
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**Shareholder Value in a Conglomerate**

**Chapter 16**

**Newfield Energy**

**Southeastern Asset Management Challenges**
II.25 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.
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, Chapter 3
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, Chapter 13
16. Ito Processes, Ito's Lemma, B-S-M Differential Equation, Chapter 13
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.26 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.27 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
     o Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm
     o Pricing of Security (IPOs and Seasoned Equity Open)
     o 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.28 SOCIAL FINANCE, IMPACT INVESTING & INSURANCE

[3 Credits]

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

Scope:
The course will address broadly the following issues:

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

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 Yojona

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 Yojona, 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.29 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 analyzed 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 Securitize 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)

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 Securitization Securitization 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 Study, Understanding Credit Crises- HBS Case Study

**Videos:** City Uncovered (1-3), Inside Job (film), The 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 Remolina & Ilhyock Shim (BIS Quarterly Review, June, 2008)
- An Overview of 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 Collaterized 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

**Session 7**

**Synthetic Collaterized 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 nth 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)

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)
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)
III GENERAL MANAGEMENT

III.I BUSINESS LAW

[3 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

   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 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:

<table>
<thead>
<tr>
<th>Sessions</th>
<th>Topics</th>
<th>Operation Definition</th>
<th>Activities</th>
<th>Evaluatio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Fundamentals of Managerial Communication</td>
<td></td>
<td>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.</td>
<td>Participation</td>
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<tr>
<td>2</td>
<td>Planning Communication</td>
<td>Why, who, how? What Good Are Models? Analyzing a Communication Situation</td>
<td>Explore Why? (purpose), Who? (audience), and How? (content) through examples of business or business-related communication</td>
<td>Exercise</td>
</tr>
<tr>
<td>3</td>
<td>Cognitive Bias in Communication</td>
<td>Analyzing a Communication Situation: Cognitive Bias</td>
<td>Discuss examples or scenarios involving 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.</td>
<td>Exercise</td>
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<tr>
<td>4</td>
<td>Persuasion and Influence in communication</td>
<td>Traits, Tech</td>
<td>In class Exercise</td>
<td>Hand book</td>
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<td></td>
<td>Elevator Pitch Building A Narrative</td>
<td>Understand and Crafting to Influence</td>
<td>Group In Class Exercise</td>
<td>Feedback</td>
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<tr>
<td>5</td>
<td>Effective listening &amp; Feedback</td>
<td>Difference between hearing and listening. Psychological Barriers to Listening. Listening for hidden and unheard messages. Framing messages, guidelines for effective feedback</td>
<td>Group Exercise</td>
<td>Feedback</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td>In-class exercises</td>
<td>Feedback</td>
</tr>
</tbody>
</table>

**Readings for the session 1, 2, 3, 4, 5**


**Reading**


<table>
<thead>
<tr>
<th></th>
<th>Critically Understanding &amp; Communicating</th>
<th>Theory and mock interviews with peer feedback</th>
<th>Peer feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
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</table>

**Reading**


<table>
<thead>
<tr>
<th></th>
<th>Logical Rigour</th>
<th>Exercises on recognition, identification and deconstruction of logical fallacies</th>
<th>Logical-fallacy rubric to determine learner's understanding of logical fallacies</th>
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<td>8</td>
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</table>

**Reading**

<table>
<thead>
<tr>
<th></th>
<th>Analytical &amp; Argumentative Writing</th>
<th>Focus on functions of argumentative writing, developing thesis statements, usage of evidence, premise and assumptions; organizing argument; rhetorical strategies</th>
<th>Exercise on critiquing the argument's line of reasoning and the evidence supporting it, and suggest ways in which argument could be strengthened</th>
<th>Written corrective feedback with focus on facilitative comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Business Writing</td>
<td>How to create relationship between individual piece of information and create structure by ordering the key claims in relation to one-another</td>
<td>Case analysis: helping learners to understand the difference between summary, analysis and argument</td>
<td>Book to be discussed</td>
</tr>
<tr>
<td>Case</td>
<td>Executive Summary</td>
<td>Business plan overview-purpose, 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</td>
<td>Case analysis on the basis of which students will be asked to develop a business proposal</td>
<td>Assignme nt/Writing HBR Article</td>
</tr>
<tr>
<td>12</td>
<td>Business Plan Presentation-1</td>
<td>DO s &amp; Don'ts (Language / Body labour)</td>
<td>Exercise Sharktank Format</td>
<td>Feedback</td>
</tr>
<tr>
<td>13</td>
<td>Conversational Competence</td>
<td>Developing Effective Formal Interaction</td>
<td>Displaying and practicing the principles</td>
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<tr>
<td>14</td>
<td>Communicating &amp; Networking</td>
<td>Impact on immediate</td>
<td>Class Exercise</td>
<td>Evaluatio n/ Class</td>
</tr>
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</tbody>
</table>
| 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 email conversations  
In-class activity: situational email writing (developing meaningful subject line; using standard spelling, punctuation and capitalization; focusing on short paragraphs with directness; maintaining cordial tone)  
Writing workshop |
| 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 |
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

<table>
<thead>
<tr>
<th>Part</th>
<th>Sub-Part</th>
<th>Chapter and Topic</th>
<th>Session</th>
<th>Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part One: Market Context of Corporate Executive Ethics (CEE)</td>
<td>Part One A: Current General Market Challenges and Imperatives of Corporate Ethics</td>
<td>Prologue, Syllabus; Chapter 1: The Challenge of Corporate Ethics Today</td>
<td>1</td>
<td>Wednesday, September 27</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 2: A Systems-Thinking Approach to Understand the Challenge of Corporate Ethics Today</td>
<td>2</td>
<td>Thursday, September 28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 3: The Success of Free Enterprise Capitalist System when Designed and Deployed Rightly</td>
<td>3</td>
<td>Tuesday, October 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 4: The Failure of Free Enterprise Capitalist System when Abused.</td>
<td>3</td>
<td>Tuesday, October 3</td>
</tr>
<tr>
<td></td>
<td>Part One B: Current Specific Market Challenges and Imperatives of Corporate Ethics</td>
<td>Chapter 5: Characterizing Market Turbulence Today as a Source of Market Opportunity.</td>
<td>4</td>
<td>Thursday, October 5</td>
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<tr>
<td></td>
<td></td>
<td>Chapter 6: The Current Challenge to Free Enterprise Capitalist System: Immigrant Populations and Global Asylum Crisis</td>
<td>5</td>
<td>Saturday, October 7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 7: The Modern Debt-Overleveraged and Promoter Dominated Corporation: Should we reinvent the Corporation in the Wake of Startups and Entrepreneurial Ventures?</td>
<td>5</td>
<td>Saturday, October 7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 8: The 21st Century Ethical and Moral Challenges to Corporate Governance</td>
<td>6</td>
<td>Tuesday, October 17</td>
</tr>
<tr>
<td>Part Two: The Moral</td>
<td>Part Two A: General Ethical and Moral</td>
<td>Chapter 9: The Ethics of Corporate Human Dignity</td>
<td>9#</td>
<td>Thursday, November 23</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 10: The Ethics of Corporate Executive Virtues</td>
<td>10#</td>
<td>Saturday, November 25</td>
</tr>
<tr>
<td>Chapter Title</td>
<td>Date</td>
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<tr>
<td>Chapter 11: The Ethics of Corporate Interpersonal Trust</td>
<td>Saturday, November 25</td>
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<tr>
<td>Chapter 12: The Ethics of Corporate Moral and Servant Leadership</td>
<td>Saturday, November 25</td>
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<tr>
<td>Chapter 13: The Ethics of Corporate Critical Thinking and Executive Decision-Making</td>
<td>Saturday, October 21</td>
<td></td>
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<tr>
<td>Chapter 14: The Ethics of Corporate Stakeholder Rights and Duties</td>
<td>Tuesday, October 24</td>
<td></td>
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<tr>
<td>Chapter 15: The Ethics of Corporate Moral Reasoning, Moral Judgment and Moral Justification</td>
<td>Thursday, November 30</td>
<td></td>
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<tr>
<td>Chapter 16: The Ethics of Corporate Executive Moral Responsibility and Cosmic Sustainability Epilogue: Corporate Executive Spirituality</td>
<td>Thursday, December 7</td>
<td></td>
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</tr>
<tr>
<td>Group Presentation of First &amp; Second Take Home Assignment*</td>
<td>Thursday, December 14</td>
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</tr>
</tbody>
</table>

* 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:**

<table>
<thead>
<tr>
<th>Session</th>
<th>Module</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4</td>
<td><strong>Module 1a: Critical Incident Method</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Critical Incident Method in Management – a <em>post-facto</em> investigative method</td>
</tr>
<tr>
<td></td>
<td>• Data requirements</td>
</tr>
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<td></td>
<td>• Recording and presentation of data</td>
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<td></td>
<td>• Concerns about reliability of data</td>
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<tr>
<td></td>
<td>• Data triangulation</td>
</tr>
<tr>
<td></td>
<td>• Methods of analysis</td>
</tr>
<tr>
<td></td>
<td>• Drawing conclusions – testing for validity of conclusions</td>
</tr>
<tr>
<td></td>
<td>• Identifying gaps in explanation and need for further data</td>
</tr>
<tr>
<td></td>
<td>• Presenting the findings of the study</td>
</tr>
<tr>
<td>5-8</td>
<td><strong>Module 1b: Situational Analysis</strong></td>
</tr>
<tr>
<td></td>
<td>• Understanding and appreciating the situational nature of management</td>
</tr>
<tr>
<td></td>
<td>• The contingency model of management</td>
</tr>
<tr>
<td></td>
<td>• Situational Management and political implications of stakeholders’ coalitions</td>
</tr>
<tr>
<td>9,10</td>
<td><strong>Presentation by participants individually</strong></td>
</tr>
<tr>
<td>11-15</td>
<td><strong>Module 2: Soft System Analysis</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Soft System Analysis in Management – differences and similarities with Critical Incident Method</td>
</tr>
<tr>
<td></td>
<td>• Data requirements</td>
</tr>
<tr>
<td></td>
<td>• Recording and presentation of data</td>
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<td>• Concerns about reliability of data</td>
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<td>• Data triangulation</td>
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<td>• Methods of analysis</td>
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<td></td>
<td>• Drawing conclusions – testing for validity of conclusions</td>
</tr>
<tr>
<td></td>
<td>• Triangulation of explanations</td>
</tr>
<tr>
<td>15-17</td>
<td><strong>Presentation by groups</strong></td>
</tr>
<tr>
<td>18</td>
<td><strong>Module 3: Industry/ Policy Analysis</strong></td>
</tr>
<tr>
<td></td>
<td>Industry Analysis and deriving implications for an organization</td>
</tr>
<tr>
<td>19</td>
<td><strong>Policy analysis and deriving implications for an industry/ organization</strong></td>
</tr>
<tr>
<td>20</td>
<td><strong>Course Overview</strong></td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four</td>
<td>Scheduling of Sports Tournaments/Leagues; Goals, Constraints, Methods&lt;br&gt;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</td>
</tr>
</tbody>
</table>

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

Seven,Eight  Separating Luck from Skill: Performance Analysis Eight Of Players and Athletes
Reading: *Winning streaks in sports and the misperception of Momentum*, Vergin, R, *Journal of*

Nine  Sports Prediction/ Forecasting

Ten  Sports Betting Markets
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.

<table>
<thead>
<tr>
<th>Sessions</th>
<th>Topics</th>
<th>Discussion/Readings/Cases/Activities</th>
</tr>
</thead>
</table>
8 Decision-making Tools
In-class Activity: Design thinking, scenario planning

9 Introduction to Rational Decision-making Process
Discussion of rational decision-making structure Caselet: To be communicated later

10 How Problem Shapes Decisions
Discussion: Problem identification; gap analysis Caselet analysis: To be communicated later

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

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

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

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
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
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 5: Ethics of Business Failures as Corporate fraud, corruption and money laundering.

Module 2: Exploring the Ethics of Business Turnaround Processes
Session 6: Ethics of Business Turnaround Processes: Classical business turnaround models (See Classical Cases below).
Session 7: Ethics of Cost Containment via Downsizing and Right-Sizing – Recent Cases in India and abroad.

Session 8: Ethics of Outsourcing as a Turnaround Strategy


Session 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 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 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.12 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

<table>
<thead>
<tr>
<th>SESSION #</th>
<th>TOPIC</th>
<th>READING</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Developing narrative intelligence</td>
<td>1. The Secret Language of Leadership</td>
</tr>
<tr>
<td>3</td>
<td>Conversational intelligence: components and relevance</td>
<td>1. Conversational Intelligence</td>
</tr>
<tr>
<td>4</td>
<td>Conversational intelligence: conveying personal identity, intelligence and image</td>
<td>1. Conversational Intelligence 2. The Neurochemistry of Positive Conversations, HBR- June 12, 2014</td>
</tr>
</tbody>
</table>
| 7   | Critical / High stake conversation | 1. Crucial Conversations: tools for talking when stakes are high by Patterson, Grenny, Mc Millan and Switzer (Chapter 4,5 and 6) (McGraw Hill Education Pvt Ltd, 2014).
| 9   | Handling criticality and making others see the way you want them to see | 1. Why Your Brain Loves Good Storytelling, HBR- Oct 28, 2014.
3. Telling Tales, HBR. |
| 10  | Strategy of communicating with 'metaphor' | 1. Metaphors We Live By – Chap 1 & 2 |
2. The Job Search and Resumes in the Digital Age, Pg- 426-473. |
| 12  | Social media communication        | 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         | 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   | 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 | 1. It’s The Way You Say It by Carol A Fleming ( Chapter – 4) Thomson Press India 2013.
2. The Irresistible Power of storytelling as a Strategic Business Tool. |
| 16 | Interconnectedness of communication and its impact on business | 1. My Students Don't Know How to Have a Conversation by Paul Barnwell, *The Atlantic*, April 22, 2014  
2. The Conversation, *The Atlantic* October 2015 |
| 17 | Ethical issues, crucial conversations and public relations | 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 | 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) | 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. | 1. Resonate by Nancy Duarte  
2. HBR Guide to Persuasive Presentation by Nancy Duarte (2012) great for Audience |
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:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Topic</th>
<th>Readings</th>
<th>Case</th>
<th>Learning Goals/Dimensions of Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Digital firm, e-Commerce and e-Business</td>
<td>IT doesn’t matter</td>
<td>Stars Air Ambulance: An information system challenge (class discussion)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>New IT infrastructure for Digital firm</td>
<td>Submit Case analysis in group before the class</td>
<td>VINSUN Infra Engineering: ERP on Premise or on Cloud (class discussion)</td>
<td>Quest for Excellence</td>
</tr>
<tr>
<td>3</td>
<td>Business Model and Infrastructure for stating an online business</td>
<td>MusicJuice.net: The Challenges of Starting Up a New Internet Venture (class discussion)</td>
<td></td>
<td>Decision Making</td>
</tr>
<tr>
<td>4</td>
<td>Introduction to ERP</td>
<td>Submit Case analysis in group before the class</td>
<td>KEDAs SAP implementation (class discussion)</td>
<td>Functional Knowledge</td>
</tr>
<tr>
<td>5</td>
<td>Online Business Idea</td>
<td>Online Business Idea</td>
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<td>Sharing of Information and Knowledge</td>
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<td>Presentation (in 5 min)</td>
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<tr>
<td>6</td>
<td>e-Procurement Models and e-SCM</td>
<td>e-Procurement in Andhra Govt.</td>
<td>Tata Steel Case</td>
<td></td>
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<tr>
<td>7</td>
<td>e-CRM</td>
<td>Hara's case</td>
<td>Functional Knowledge</td>
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<tr>
<td>8</td>
<td>Understanding the past for creating future</td>
<td>Information Technology Management from 1960 – 2000</td>
<td>Functional Knowledge</td>
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</tr>
<tr>
<td>9-13</td>
<td>ERPSIM</td>
<td>Functional Knowledge</td>
<td></td>
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<tr>
<td>14</td>
<td>Introduction to Spreadsheet Modeling - I</td>
<td>Using MS Excel to Model Simple Business Problems</td>
<td>The Woodworks Company</td>
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<tr>
<td>15</td>
<td>Introduction to Spreadsheet Modeling - II</td>
<td>Modeling an Ill-Structured Problem</td>
<td>Retirement Planning Problem (A)</td>
<td></td>
</tr>
<tr>
<td>16 – 17</td>
<td>Some Important Excel Functions - I</td>
<td>VLOOKUP, HLOOKUP, INDEX, MATCH, IF, COUNTIF, TEXT functions, etc.</td>
<td>Functional Knowledge</td>
<td></td>
</tr>
<tr>
<td>18 – 19</td>
<td>Advanced Spreadsheet Modeling – I</td>
<td>Sensitivity Analysis, Tornado Charts</td>
<td>Functional Knowledge</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Advanced Spreadsheet Functions</td>
<td>Array Formulas</td>
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</tbody>
</table>
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:**

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

**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
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)
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:

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction to BI</td>
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<tr>
<td>2.</td>
<td>Data warehousing and Business Intelligence</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>OLTP and OLAP</td>
<td></td>
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<tr>
<td>4.</td>
<td>Data Management in Big Data Era</td>
<td>Case: Continental Airlines Takes Off with Real-time Business Intelligence</td>
</tr>
<tr>
<td>5.</td>
<td>Data Analytics Lifecycle</td>
<td>Chapter 2 [4]</td>
</tr>
</tbody>
</table>
| 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  
- K-NN  
- Decision Tree  
- Neural Network  
- Naïve Bayes | Chapter 3 [2]  
Case: Bank customer attrition analysis  
Case: cell2cell |
<p>| 14.     | Unsupervised learning – Basic concepts and applications | Chapter 19 [1] |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.</td>
<td>Using Cluster Membership to predict churn</td>
<td>Chapter 19[1]</td>
</tr>
<tr>
<td>16.</td>
<td>Affinity Analysis</td>
<td>Chapter 23[1]</td>
</tr>
<tr>
<td>19-20</td>
<td>Advanced Data Mining: Text Analytics</td>
<td>Chapter 9[4]</td>
</tr>
</tbody>
</table>
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
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 LEADING DIGITAL: TURNING TECHNOLOGY INTO BUSINESS TRANSFORMATION

[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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
<th>Learning Goals/Dimensions of Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to SMAC stack, background and current status</td>
<td>Communication: Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose</td>
</tr>
<tr>
<td></td>
<td><strong>Case:</strong> Orange Mart</td>
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<tr>
<td>2 &amp; 3</td>
<td>Leading Digital and Digital Mastery</td>
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<td></td>
<td><strong>Infrastructure Case:</strong> Lemons &amp; Melons Inc.</td>
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<td>4</td>
<td><strong>Social Strategies/ Social economy that work</strong></td>
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<tr>
<td>5</td>
<td>Assignment-1: Case discussion &amp; Assignment presentation in group</td>
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<tr>
<td>6 &amp; 7</td>
<td>Mobile</td>
<td>Continual Process: Cases can be changed/added when the course will be offered</td>
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<tr>
<td></td>
<td>1. Mobile Payments a Framework for Success</td>
<td></td>
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<td></td>
<td>2. Case: Starbucks Canada: The Mobile Payments Decision</td>
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<td></td>
<td>3. Smoothpay: Growing a Mobile Payment User Base</td>
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<td></td>
<td>4. Paytm: Targeting more Pockets for Mobile Wallet</td>
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<td></td>
<td>5. RBC: Mobile Wallet</td>
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<tr>
<td>8 &amp; 9</td>
<td>Cloud Strategies</td>
<td></td>
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<tr>
<td></td>
<td>1. Cloud Computing Primer for 2018</td>
<td></td>
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<tr>
<td></td>
<td>2. Preparing for the Future: Understanding the Seven Capabilities of Cloud Computing</td>
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<td></td>
<td>3. Case: Blazeclan Technologies: Cloud Computing Adoption in India</td>
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<td>4. Case: The HP Helion Proposal</td>
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<td></td>
<td>5. Case: Fintech: Choosing a Cloud Services Provider</td>
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<td>6. Case: VMware and the Public Cloud A&amp;B</td>
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<tr>
<td>10, 11, &amp; 12</td>
<td>Business Analytics/ Big Data Analytics</td>
<td>Visiting faculty from Industry will conduct 10 sessions</td>
</tr>
<tr>
<td>13 &amp; 14</td>
<td>Midterm project: Multiplier effect of SMAC</td>
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<tr>
<td>15 &amp; 16</td>
<td>AI &amp; Machine Learning applications in business</td>
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<tr>
<td>17 &amp; 18</td>
<td>IoT models and applications</td>
<td></td>
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<tr>
<td>19 &amp; 20</td>
<td>Digital Transformation</td>
<td></td>
</tr>
</tbody>
</table>

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.
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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ERP Then and Now – A Manager’s Perspective - I</td>
<td></td>
</tr>
<tr>
<td>- What defines an ERP – concept of “integration”, “parameterisation” and standardization</td>
<td></td>
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<tr>
<td>- Difference between “configuration” and “customisation”</td>
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<tr>
<td>2. ERP Selection</td>
<td></td>
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<tr>
<td>- Transformational impact of ERP on business and IT industry</td>
<td></td>
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<tr>
<td>- Critical Success Factors of an ERP</td>
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<tr>
<td>2. ERP Then and Now – A Manager’s Perspective – 2</td>
<td></td>
</tr>
<tr>
<td>- ERP and Organisational Change</td>
<td></td>
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<tr>
<td>3. SAP Fundamentals</td>
<td></td>
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<tr>
<td>- SAP and other popular ERP Licensing Policy</td>
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</tr>
<tr>
<td>4. Designing Enterprise Structure using SAP</td>
<td></td>
</tr>
<tr>
<td>5. SAP Fundamentals – Hands On</td>
<td></td>
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<tr>
<td>6. Procurement Process in SAP</td>
<td></td>
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<tr>
<td>7. Procurement Process in SAP – Hands On</td>
<td></td>
</tr>
<tr>
<td>8. Sales and Operations Planning (SOP) and Planning Strategy in SAP</td>
<td></td>
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<tr>
<td>9. Materials Requirement Planning (MRP) in SAP</td>
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<tr>
<td>10. SOP, Planning Strategy and MRP in SAP – Hands On</td>
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<tr>
<td>11. Availability Check (ATP), Capacity Planning and Scheduling in SAP</td>
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<tr>
<td>12. Manufacturing Cycle in SAP</td>
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<tr>
<td>13. Manufacturing Cycle in SAP – Hands On</td>
<td></td>
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<tr>
<td>14. Product Costing in SAP</td>
<td></td>
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<tr>
<td>15. Product Costing in SAP – Hands On</td>
<td></td>
</tr>
<tr>
<td>16. Sales and Distribution Cycle in SAP</td>
<td></td>
</tr>
<tr>
<td>17. Sales and Distribution Cycle in SAP – Hands On</td>
<td></td>
</tr>
<tr>
<td>18. S/4 HANA Overview</td>
<td></td>
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<tr>
<td>19. S/4 HANA Overview</td>
<td></td>
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<tr>
<td>20. ERP Project Management</td>
<td></td>
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</tbody>
</table>
IV.12  IS 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?
7. Valuation of IT Impact – APV Method vis-a-vis other Methods
8. Technology Justification Models:
9. Managing IT Infrastructure - IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures
11. Challenges and Opportunities in Assessing IT Payoff: Enterprise Resource Planning Systems
12. Strategic impact of IT on Entertainment Industry:
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 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.16 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 object oriented languages.
- If one wants to modify the data in an object, one knows exactly what functions interact with it: the member functions in the object. No other functions can access the data. This simplifies writing, debugging and maintaining the programme.
- One of the 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.17 SOFTWARE PROJECT MANAGEMENT

[3 Credits]

Objective:
Unlike traditional manufacturing industry, the software industry is still at its infancy. All management has been mostly self-learnt 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
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 MARKETING MANAGEMENT – I

[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


   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

   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?


Reading: Chapter 6 of Text Book


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?


   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
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: the Fountain Head Decision Positioning Your Product

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 Govindrajan, 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
   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

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:

<table>
<thead>
<tr>
<th>S.N</th>
<th>Theme</th>
<th>Readings, Book Chapters and Cases</th>
</tr>
</thead>
</table>
| 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 |
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Topic</th>
<th>Case Analysis: What would you do - Using Content Mapping Tool</th>
</tr>
</thead>
</table>
| 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 | 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 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.10 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:

<table>
<thead>
<tr>
<th>Session No.</th>
<th>Topic</th>
<th>Contents</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Understanding Data</td>
<td>1. Introduction</td>
<td>Chapter 1, 2 and 3 of Text Book</td>
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<td>2. Simple linear Regression</td>
<td>Chapters 9, 10, 11, 12, and 15 of Text Book</td>
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<td>3. Multiple Regression</td>
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<td>Sales Forecasting</td>
<td>1. Multiple Regression</td>
<td>Chapters 9, 10, 11, 12, and 15 of Text Book</td>
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<td>2. Trend and Seasonality</td>
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<td>3. Neural Networks</td>
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<td>Customer Analysis</td>
<td>1. Conjoint Analysis</td>
<td>Chapter 16 and 17 of Textbook</td>
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<td>2. Logistic Regression—</td>
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<td>Binary, Multinomial, Ordinal</td>
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<td>Case: Retail relay C</td>
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<td>Case: Portland Trial Blazers</td>
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<td>5</td>
<td>Customer Analysis</td>
<td>1. Discrete Choice Analysis</td>
<td>Chapter 18 of text book</td>
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<td>Customer Lifetime Value</td>
<td>1. CLTV</td>
<td>Chapters 19, 20, 21 and 22 of Text book</td>
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<td>2. CV and Business Value</td>
<td>Retail Relay C</td>
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<td>Dunia Finance A and B</td>
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<td>3. Monte Carlo Simulation and Marketing Decision Making</td>
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<td>4. Allocating Marketing resources between Customer Acquisition and Retention</td>
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<td>7. Segmentation</td>
<td>1. Cluster Analysis for small samples</td>
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<td>2. Collaborative Filtering</td>
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<td>3. Classification Trees for Segmentation</td>
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<td>8. Forecasting Sales of New Product</td>
<td>1. Using “S” curves</td>
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<td>2. The Bass Diffusion Model</td>
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<td>3. The Copernican Principle to predict Duration</td>
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<td>9. Retailing</td>
<td>1. Market Basket Analysis and Lift</td>
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<td>2. RFM analysis</td>
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<td>3. SCANPRO Model</td>
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<td>4. Allocating Retail Space and resources</td>
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<td>10. Advertising and Social Media</td>
<td>1. Measuring Ad. Effectiveness</td>
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<td>2. Media Selection Models</td>
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<td>3. PPC and Online Advertising</td>
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<td>4. Networks</td>
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<td>5. Tipping Point</td>
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<td>6. Viral Marketing</td>
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</table>

Text Book: Marketing Analytics: Data Driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publications
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.12 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
3. Topic Rural Market Environment and the Structure of Indian Market
4. Topic Understanding the Process of Diffusion and Opinion Leadership
   Readings 1. Consumer Resistance to Innovations: The Marketing Problem and it’s solutions
   Topic Changing Profile of the Rural Customer
   Readings 1. Get Real About Consumer India
5. Marketing for the Bottom of the Pyramid customers
   Case Arvind Eye Hospitals
6. Topic Developing Product and Branding Strategies for Rural Markets-
   Bottom of the Pyramid customers
   Readings 1. Product Information
7. Test Marketing of New Products in Rural Markets
   Case: Hindustan Lever - Annapurna Salt
8. Topic Developing Branding Strategies for Rural Markets
9. Topic Developing Distribution Channels for Rural Markets
   Case ICICI Bank: Innovations in Finance, Mobile Supermarkets: Country Road
10. Field Visits
11. Topic Designing Promotional Programmes for Rural Markets
12. 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.13 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.14 MARKETING METRICS FOR MARKETING PERFORMANCE EVALUATION

[3 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:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Title</th>
<th>Topics</th>
<th>Readings and Cases</th>
<th>Concept/Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fundamentals of Marketing Effectiveness Measurement</td>
<td>1. Marketing Metrics the “Big Picture”</td>
<td>1. Marketing Performance Assessment</td>
<td>Concept/Case discussion</td>
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<td>2. Importance of Marketing Metrics</td>
<td>2. Neilson Market Research For Pantene</td>
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<td>3. Understanding the challenge of metrics</td>
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<td>2</td>
<td>Market Share, Share of Minds and Share of Hearts</td>
<td>1. Market Share, relative Market share</td>
<td>1. Neilson Market Research For Pantene</td>
<td>Concept Discussion</td>
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<td>2. Market Concentration</td>
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<td>3. Brand Development Index</td>
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<td>4. Category Development Index</td>
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<td>5. Penetration</td>
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<td>6. Share of Requirements</td>
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<td>7. Heavy User Index</td>
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<td>8. Awareness, Attitudes and Usage (AAU)</td>
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<td>3 &amp; 4</td>
<td>Product and Portfolio Management</td>
<td>1. Awareness, Trial and conversion Rates</td>
<td>1. Salty Snacks</td>
<td>Concept Discussion</td>
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<td>2. Growth</td>
<td>2. Portland Trial Blazers</td>
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<td>3. Cannibalization and Fair Share Draw Rate</td>
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<td>4. Brand Equity Metrics</td>
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<td>5. Conjoint Utilities and</td>
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<td>a. Customer Preferences</td>
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<td>b. Segmentation</td>
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<td>c. Volume Projection</td>
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<td>5</td>
<td>Sales Force effectiveness Measures</td>
<td>1. Workload measures</td>
<td>1. Raymond James Financial</td>
<td>Concept/Case Discussion</td>
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<td>2. Goal Setting</td>
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<td>3. Incentives</td>
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<td>4. Sales Force Effectiveness Measure</td>
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<td>6</td>
<td>Distribution and Retail Metrics</td>
<td>1. Numeric distribution</td>
<td>1. Case: An Irate Distributor:</td>
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<td>2. All commodity volume</td>
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<td>Product category volume</td>
<td>A question of Profitability</td>
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<td>Total distribution</td>
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<td>5.</td>
<td>Facings</td>
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<td>Markdowns</td>
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<td>Direct product profitability</td>
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<td>8.</td>
<td>Gross margin return on inventory investment</td>
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</table>

| 7 | Advertising | 1. GRP and TRPs | 1. Getting most out of Advertising and Sales promotion |
|   |             | 2. Return on Advertising Expenditure | 2. Advertising Analytics |
|   |             |                                 | 3. Advertising Experiments at Ohio Art Company. |

| 8 | Promotion Metrics | 1. Measuring Baseline sales and Promotional lift | 1. Who gains from a promotion |
|   |                 |                                 | 3. Reliance Baking Soda |

| 9 | On Line and Web based Metrics | 1. Improving Online Performance thru web based metrics |

| 10 | Marketing Metrics Dashboards | 1. The Bottomline: Marketing and the firms performance |

Attendance: As per rules
V.15 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
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.16 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:

<table>
<thead>
<tr>
<th>Session No.</th>
<th>Topic</th>
<th>Particulars</th>
<th>Readings</th>
<th>Case</th>
<th>Pedagogy</th>
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| 3 | Behavioral Theory of Pricing | 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  
3. Note on Behavioral Pricing  
4. Pricing and the Psychology of Consumption |
| 4 and 5 | Value Based pricing and Value Mapping | Product Positioning and pricing strategy. Value Analysis  
Value Mapping and the Fair Value Line  
Estimating Price Level Sensitivity  
5. Pricing—A Value based Approach  
6. Performance Based Pricing is more than just pricing |
| 6 and 7 | Setting Prices – The Theory of Price Optimization | Measures of Price Sensitivity  
a. The Multinomial Logit Model  
b. The Explicit Measures  
c. The Conjoint Model  
2. Note on the Logistic Model.  
3. Note on Van Westendorp model  
5. Case; Adios Junk Mail |
| 8 | Pricing in Supply constrained Industries. | 1. The Problem of Capacity Constraints  
2. Variable Pricing  
3. Variable Pricing with Diversion  
6. Note on Quantity Based revenue Management: The Single Resource Case  
7. Unleashing the Power of YM in the Internet Era |
<p>|   |   | 1. Case: YM at American Airlines |
|   |   | Lecture in session 3 and case in session 4. |
|   |   | Lecture / Case Discussion |</p>
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<tr>
<td>5. Modifications to the model incorporating uncertainty of Demand.</td>
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<td>9. Pricing of Networked Models</td>
<td>Problem of Multiple resource constraints—the Hub and Spoke Model</td>
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<td>1. Linear Programming Approach to solving the problem</td>
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<td>2. Virtual Nesting—Concept of Net Lag Fare</td>
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<td>3. Network Bid Pricing and opportunity costs</td>
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<td>4. Network Management in Real Life.</td>
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<td>12. Special Pricing Techniques</td>
<td>1. Bundling</td>
<td>Concept &amp; Case Discussion</td>
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<td>2. Hi Lo Pricing</td>
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<td>3. Target Return Pricing</td>
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<td>13 &amp; 14 Role of Costs in Determining Prices</td>
<td>1. Cost Fundamentals</td>
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<td>2. Cost Behavior</td>
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<td>3. Operating Leverage and Financial Leverage effect on Prices</td>
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<td>4. Price reduction Strategies</td>
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<td>5. Marketing and Distribution Cost Analysis</td>
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<td>6. Experience Curve Pricing</td>
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<td>15. Product Line Pricing</td>
<td>1. Product Line Pricing</td>
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<td>2. Pricing of differential quality along the line</td>
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<td>3. Pricing of Different SKUs along the line</td>
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<td>1. Measuring Price Promotional Effects</td>
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<td>2. Modu: Optimizing the Product Line</td>
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<td>3. Heinz Ketchup:</td>
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<td>Pricing the Product Line</td>
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<td>16.</td>
<td>Administering the Pricing Function</td>
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<td>2. Trade Discount/Quantity Discounts / Cash Discounts</td>
<td>4.</td>
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<td>3. Pricing Special Orders</td>
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<td>17</td>
<td>B2B Pricing</td>
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<tr>
<td></td>
<td>1. Nature of B2B marketing and the Pricing Challenge</td>
<td>4. Industrial pricing to meet customer needs</td>
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<td>2. The Logit Bid Response Function with single and multiple competitors</td>
<td>5. How to fight a price war!</td>
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<td>1. Variations of the above model</td>
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<td>a. Contract Pricing</td>
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<td>b. Negotiation</td>
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<td>c. Building other Marketing Variables into the model.</td>
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<td>18</td>
<td>Price Promotions and Markdown Management</td>
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<td>1. Promotional Pricing</td>
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<td>2. Markdown Optimization and Estimation of Markdown sensitivity.</td>
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<td>3. Practical Problems and Issues in managing price promotions</td>
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<td>19</td>
<td>Online Pricing Techniques</td>
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<td>Focus on how the Internet has changed the pricing models hitherto used for a Bricks and Mortar business.</td>
<td>1. Case: Signode Industries Ltd.</td>
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<td>20</td>
<td>Measuring Price Performance</td>
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<td>1. Pricing Metrics and Concepts</td>
<td>Lecture</td>
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</table>
V.17 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

   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

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


   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


6. How Indra Nooyi Turned Design Thinking into Strategy

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


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

2. Extend Profits, not Product lines,HBR

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


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


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

11. Brand Identity, Personality and Brand Associations


Team Theme 6 : Measuring Brand Associations

12. Managing Brand Architecture and Brand Portfolios

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


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
Readings: 1. Developing New Products in Emerging Markets, MIT Sloan, 2016, R.Krishnan,
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.18 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. Inspite 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 systematically collect, manage and analyse data
- Rigor of research

4. **Text book**


**Session 1-2**

**Introduction to Qualitative Research**

**Session Objectives**

- Expectations from the course and laying ground rules
- 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**


**Class Format**

Participatory Discussion

**Session 3-4**

**Topic**

Use of Qualitative Research for marketing decision making

**Session Objectives**

Understanding the opportunities and limitations in applying
Objectives

Qualitative Research for marketing decision making
Dangers of stretching the contribution of Qualitative Research
Under-utilization of qualitative data

Required

Qualitative Research – Through a Looking Glass. ESOMAR Editor

Reading


Class Format

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


Class Format

Session 7-8

Topic Collecting Qualitative data

Session Objectives

Recruitment considerations
Moderation styles and pitfalls

Required Reading


Class Format

Session 9-10

Topic Interpreting Qualitative data

Session Objectives

Content Analysis
Dangers of data leaps and over interpretation vs inadequate analysis

Required Reading


Class Format

Exercise led discussion
**V.19 RETAIL MANAGEMENT**

[3 Credits]

**Course Objective:**
The objective of this course is to introduce the students to the domain of organized retailing. This course is planned to provide a strategic perspective of the retailing industry and explore how managers can use the framework of Retail mix and each of its elements to optimize decision making. While the course focuses on the organized retail industry, the content of the course is useful for students interested in working for companies that interface with retailers, such as manufacturers of consumer products, and/or also for those with entrepreneurial interest.

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<tr>
<th>Session 1 INTRODUCTION TO RETAILING</th>
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<tbody>
<tr>
<td><strong>Key points:</strong></td>
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<tr>
<td>Role of retailing</td>
<td>TB Ch.1, 2</td>
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<td>Key drivers of Retail</td>
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<td>Understand ways to classify retailers</td>
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<td>Familiarize with key players on the market</td>
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<tr>
<th>Session 2 RETAIL STRATEGY AND POSITIONING</th>
<th>READINGS</th>
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<td><strong>Key points:</strong></td>
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<tr>
<td>Understand organized retail’s value chain</td>
<td>TB Ch. 5</td>
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<td>Understanding e retailing</td>
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<td>Theories of Retail Development</td>
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<td>Understand sources of competitive advantage in retail</td>
<td>CASE – Big Basket</td>
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<th>Session 3 CUSTOMER BEHAVIOUR</th>
<th>READINGS</th>
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<td><strong>Key points:</strong></td>
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<tr>
<td>Customer buying process</td>
<td>TB Chapter 7</td>
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<td>Customer attitudes towards shopping</td>
<td>CASE – SHOWROOMING AT BEST BUY</td>
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<td>Understand importance of customer analysis</td>
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<td>Familiarize with ways to enhance Customer shopping behavior</td>
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<th>Session 4 – FINANCIAL STRATEGY</th>
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<td><strong>Key points:</strong></td>
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<td>Evaluation of retailer’s financial strategy</td>
<td>TB CHAP 12</td>
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<td>The Strategic Profit model</td>
<td>CLASS EXERCISE</td>
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<td>Demonstrate understanding of key principles of financial analysis for retailer</td>
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<th>Session 5&amp;6 – LOCATION ANALYSIS</th>
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<td><strong>Key points:</strong></td>
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<tr>
<td>Understand importance of store location for retailer’s performance</td>
<td>TB CHAP 9,10</td>
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<tr>
<td>Learn techniques to evaluate potential site for store location</td>
<td>CASE – HUTCH –Locating a New Store</td>
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<td>Learn techniques to analyze trading area for the store</td>
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<th>Session 7-8 INTRODUCTION TO MERCHANDISING</th>
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<td>Session</td>
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| 1       | Introduction to Merchandising | - Introduction to Merchandising  
- Philosophy of Merchandising  
- Demand forecasting  
- Learn about merchandising plans  
- Analyzing merchandise performance | TB CHAP 14,16  
CASE - MERCHANDISING AT NINE WEST |
| 9       | MERCANDISE PLANNING           | - Introduction to Category Management | CASE - HOME DEPOT |
| 10      | CATEGORY MANAGEMENT CONCEPT   | - Introduction to Category Management | CASE - MANAGING THE COMPETITION - CATEGORY CAPTAINCY ON THE FROZEN FOOD AISLE |
| 11      | HANDLING PRIVATE LABELS       | - Role of Private labels | CASE - HEB OWN BRANDS |
| 12      | MIDTERM                       |                               | TB CHAP 15  
CASE - SHOPCLUES |
| 13      | RETAIL LOGISTICS              | - Understanding physical flow of Merchandise  
- Reverse Logistics | TB CHAP 15 |
| 14      | PRICING                       | - Understand pricing strategies  
- Use framework to develop retail pricing | TB CHAP 17  
CASE - RANDALL’S DEPARTMENT STORES |
| 15      | RETAIL COMMUNICATION          | - Strategic aspects of retail promotion  
- Learn about major types of retail promotions  
- Familiarize with techniques to enhance the effectiveness of retail promotion | TB CHAP 19 |
| 16      | LAYOUT AND VM                 | - Retail presentation  
- Retail store layout, design and visual merchandising  
- Familiarize with store planning techniques | CLASS EXERCISE ON LAYOUT |
| 17      | CUSTOMER SERVICE AND CRM      | - Understand ways to manage service retailing  
- CRM |                              |
| 18      | INDUSTRY INTERFACE            |                               |                              |
| 19      | INDUSTRY INTERFACE            |                               |                              |
| 20      | RECAP AND PROJECT DISCUSSION  |                               |                              |
V.20 SALES AND DISTRIBUTION MANAGEMENT

[3 Credits]

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, salesforce and channel members by building non-conflicting and non overlapping routes to fulfill the needs of the consumer and (b) developing frameworks for decision making keeping the customers as the primary focus. The course will use Indian environment as the backdrop but will also draw from international experiences whenever needed. The perspective will be effective managerial decision making in these areas. After going through this course, the participants are expected to:

1. Understand the roles and responsibilities of the Sales Managers
2. Manage and enhance the sales force productivity and performance
3. Plan and implement an effective sales strategy for their organizations.
4. Design and implement distribution channel strategy.
5. Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

Session
No. Topic Readings Faculty In Class Activity
1 Introduction to Sales & Distribution Management
   Text Book Discussion
2. Personal Selling
   Process-I Text Book, Readings: What makes a Good Salesperson (HBR Article) ; Note on Transactional Analysis Role Play; Understanding Selling Styles, Using Transactional Analysis
3. Personal Selling
   Process-II, Case Discussion: Siebel Systems: Anatomy of a Sale
4. Sales Planning & Forecasting Text Book
   Lecture & In-class Exercise: Catchment Analysis & Market Mapping
Assignment 1
5 & 6. Marketing & Selling: Interrelationships
   Integrating Push & Pull, Text Book Case Discussion: Safari Batteries
7. Managing Sales Territories & Quotas
   Text Book Case Discussion: Green Lawn Fertilisers
8. Sales Training, Motivation & Compensation
   Text Book, Discussion Exercise: Designing Sales Incentive Scheme
9. Evaluating & Controlling Sales Performance
   Text Book Lecture, Discussion
   Exercise of Salesman Performance
   Assignment 2
   Case Discussion: Eureka Forbes Ltd: Managing the Selling Effort (A)
10 Sales Organisation Structure
   Text Book Discussion Exercise: Sales organisation structure of different companies
11. Sales Supervisor
   Text Book Case Discussion: Lightening Electric Products Co.
12 Marketing & Selling in B2B Context
   Case Discussion: Bright Engineering
MODULE 2: Distribution Channel Management
Session
No. Topic Readings Faculty In Class Activity
13 Distribution Channel Management Text Book
   Readings: Distribution Policy Strategic Issues in Distribution
   SV Lecture and Discussion on GST implications on Sales & Distribution: Case of Reliance Retail
14. Channel Design: Key Issues
   Text Book Readings:
   - Designing Channels of Distribution
   - Reorienting Channels of Distribution
   SV Case Discussion: DellComputers/Nokia Priority, Exercise: Designing Channels
Discussion on Online Channels
15 Managing Channel Relationships & Channel Conflict
Reading:
• Channel Conflict: When is it dangerous?
Case Discussion: Clogging the Channel
16 Wholesaling, and Retailing-I
Text Book Case Discussion: XYZ Consumer Durable Co.
17 Wholesaling, and Retailing-II Text Book SV Exercise: Calculating ROI of a Distributor
Discussion: Based on Small Caselets
Assignment 3:
Gino SA: Distribution Channel Management
18 Non-store retailing, electronic channels and Omni-channel
Readings:
• How to win in an Omni-channel World
• How to make the most of Omnichannel Retailing
Case Discussion: Beijing XIAOMI Technology Co.: Growth Via Online Channels
19 Guest Speaker from Industry
20 Group Field Project Presentations & Course Wrap Up
V.21 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.

<table>
<thead>
<tr>
<th>Session No.</th>
<th>Topic</th>
<th>Particulars</th>
<th>Readings</th>
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</table>
| 1 & 2       | Introduction to Services Marketing | • Product to Services—The Challenges  
• The Gaps Model  
• The Services Marketing Mix  
• Case: Singapore Airlines (A & B)  
  a. What is SIA’s strategy i.e. what are elements that SIA thinks it is competing on?  
  b. How vital is the services marketing mix of process, people and physical evidence for SIA’s service strategy?  
  c. Is SIA’s strategy sustainable—comment based on the service marketing mix  
  d. Comment on SIA’s method of measuring satisfaction. | • Chapter 1 & 3  
• The Service Imperative  
• Designing and Executing memorable service experiences: Lights, Camera, experiment, integrate and action. |
| 3 & 4       | Consumer Behavior In Services   | • Managing Customer Behavior—Accommodation versus Reduction  
• Customer Expectation Management  
• Customer Experience Management | • Chapter 2  
• Breaking the Tradeoff between efficiency and |
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?

5. Delivering Quality Service
   - Challenges of Measuring Service Quality
   - Measures of Service Quality
   - Dimensions of Service Quality
   - SERVQUAL

   Chapter 14

6. Customer Satisfaction Measures
   - Customer Satisfaction Metrics
   - Starbucks—Delivering Customer Service
     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?

   Chapter 14
   The Microeconomics of Customer Relationships

7. Customer Satisfaction Measures
   - Issues with customer Satisfaction
   - Breakdown of Satisfaction
   - Case: Club Med (A)
     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

   The Microeconomics of Customer Relationships
   Word of Mouth Referrals
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?

### 8. Developing Sustainable Service Models

- The problem Services Design
- New Product Development in Services
  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.
  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?

### 9. Demand Management in Services

- 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.
  - What were the primary challenges facing Frumeherji’s Vehicle Department? Which one the most important and why?
  - What is your assessment of Sigurðsson’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:
    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,

- Chapter 4
- Creating new markets through service innovations.
- 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
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| 10. Yield Management | **Yield management Techniques**  
**Case:** American Airlines, revenue management.  
**Discussion Questions**  
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 Juan 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? |
| 11. Service Recovery | **Impact of service failures versus product failures.**  
**Nature of complaining behavior—Complaint Resolution Index**  
**Service Recovery Process**  
**The challenge of Service Guarantee** |
| 12. Service Promotion & Customer Loyalty | **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. |
| 11. Service Recovery | **Impact of service failures versus product failures.**  
**Nature of complaining behavior—Complaint Resolution Index**  
**Service Recovery Process**  
**The challenge of Service Guarantee** |
| 12. Service Promotion & Customer Loyalty | **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. |
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| **13.** | **Relationship Marketing** | a. Why is Rosewood contemplating a new Brand Strategy?  
   b. What are the financial implications of this strategy?  
   c. How would you suggest the way forward? Compare this with “Harrah’s Entertainment”’s strategy.  
   • CRM issues in services  
   • Concept of loyalty  
   • Creation of a loyalty programme  
   • Chapter 12  
   • The Mismanagement of Customer loyalty.  
|   |   |   |
| **14.** | **Relationship Marketing—Data Analysis** | Calculation of Acquisition Costs, retention costs and rates.  
   Valuation of a retained customer  
   Case: Customer Profitability and CRM at RBC Financial Group  
   a. How should RBC measure profitability  
   • Chapter 12  
   • Customer Profitability and Lifetime Value  
|   |   |   |
| **15.** | **Relationship Marketing—Data Analysis** | DVD Wars: NetFlix Versus Blockbuster  
   o Discussion Questions  
   • Using Case data and the note on Customer Profitability estimate the lifetime value of a NetFlix customer for each quarter.  
   • How do you expect the launch of Total Access affect NetFlix?  
   • 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?  
|   |   |   |
| **16.** | **Strategizing on HRM** | 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  
   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?  
   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?  
   • Chapter 11  
   • Selling the Brand Inside  
   • Service Profit Chain Analysis  
|   |   |   |
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?
d. What would you recommend that Dickie and Varasano do?

17. **Strategizing on HRM**
   **Case: Club Med (B) & (C)**
   - 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 *advantages* 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?

18. **Service Strategy: Linking Performance with Profitability-1**
   - Linking up Performance Appraisal, Operations and Profitability for a service model
   - Case:
     a. **T D Canada Trust (A): The Green and the Red**
     b. **TD Canada Trust (B): Linking the service Model to the P&L**
        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?
        ii. What is your assessment of the credibility of the Linkage analysis and its results? What factors add to and detract from its credibility?
   - c. Evaluate the proposed Branch Incentive Plan in the B case.
   - **Quiz 4: Raymond J Financial**
   - **Putting the Service Profit Chain to work**
   - **Analyzing Service Performance**
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<th>What changes, if any, would you recommend to this plan? Why?</th>
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| 19 | Service Strategy: Linking Performance with Profitability | • Case: TD Canada Trust (C): Translating the Service Model to Service Operations  
  o What is your assessment of the changes made to the branch scorecard and the incentive plan as described in the C case  
  o 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. | • Chapter 14 and 15  
• Lessons from the Services Sector |
V.22 SPORTS AND TOURISM MARKETING

[3 Credits]

Objective:
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.

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<td>Marketing for Tourism and Hospitality: Characteristics</td>
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<td>An Industrial Perspective of the International Tourism Market</td>
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<td>Destination branding strategies and image</td>
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<td>15</td>
<td>Sustainable and Rural Tourism</td>
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<td>16</td>
<td>Distribution Channels in Tourism Marketing: Working with Travel Agents</td>
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<td>17</td>
<td>Promotion of Tourist Destinations using Traditional and new medium: Development of Collateral Materials and promotional Support.</td>
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<tr>
<td>18</td>
<td>Pricing for Tourist Destination: Revenue Maximization. Demand Management and Seasonality variations</td>
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<tr>
<td>19</td>
<td>Ethical aspects of Sports, and Tourism Marketing</td>
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<td>20</td>
<td>Project Presentations and Summary</td>
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V23. STRATEGIC MARKETING

[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
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

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 coworkers, 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 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.7 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.8 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*.

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<td>2. -do-</td>
<td>The Relativity of Time</td>
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<td>3. -do-</td>
<td>What's in a Name</td>
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<td>6. Stephen Dahl</td>
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<td>7. Gary M Wederspahn</td>
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<th>Understanding Culture: Key Concepts</th>
</tr>
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<tbody>
<tr>
<td><strong>Readings:</strong></td>
<td></td>
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<tr>
<td>9. -compiled-</td>
<td>High and Low Context Cultures</td>
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<tr>
<td>10. June Cotte &amp; S Ratneshwar</td>
<td>Juggling and Hopping: What does it mean to</td>
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<tr>
<td></td>
<td>Work Polychronically</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Session 6-7</th>
<th>Dimension of Cultural Differentiation - Geert Hoefstede</th>
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<tbody>
<tr>
<td><strong>Readings:</strong></td>
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<tr>
<td>11. -compiled-</td>
<td>Geert Hoefstede's Model</td>
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<tr>
<td>12. -compiled-</td>
<td>Geert Hoefstede (Tables/Charts, etc.)</td>
</tr>
<tr>
<td>13. -compiled-</td>
<td>Defining the Self: Individualism and Collectivism</td>
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<tr>
<td>14. -compiled-</td>
<td>Culture:Power Distance</td>
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</tbody>
</table>
Session 8-9  Dimension of Cultural Differentiation - Cluckhohn

Readings:
15. Henry W Lane, Joseph Distefano & Martha Maznevski Mapping the culture: Cultural Orientation Framework

Mid-Course Quiz- 2 in Session 10 (10 Marks)

Module 3: Studies of National Culture (Sessions 10-17)

In this module, we will use the concepts and frameworks discussed in the previous modules to understand the nuances of cultures of different countries. Specifically, the following countries will be covered:

| 10. Japan | 11. USA | 12. France |
| 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.9 Decision Making for Effective Leadership

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 measureable 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

Session 2 - 7: Normative decision making
- Utility based models
- Decision trees
- Scenario analysis
- Multi-criteria decision making
- Risk & uncertainty
- Simulations

Readings:
Session 2:

Session 3:

Session 4:

XLRI 2018-19, DMEL course outline

Session 5:

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:
Session 9:

Session 10:

Session 11: Naturalistic Decision Making

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:
Session 13:
Session 14:

Sessions 15-17: Decision Making in the Field
- In Public policy
- In Organizations
- In Business ethics

Readings:
Session 15:
Session 16:
Session 17:

Session 18-20: Group presentations
VI.10 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.11 INDIAN PHILOSOPHY AND LEADERSHIP EXCELLENCE

[3 Credits]

Overview and Course Objectives:

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

Main Topics:

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

Sessions: Details

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

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

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

SESSIONS 4 & 5 Indian Philosophy of Power, Influence, Effectiveness and Leadership Charisma
Central texts: Valmiki Ramayana Ayodhya I, II; Tirukkural [Aram, Porul]
SESSIONS 6 & 7  Indian Philosophy of Work/life Balance for Today’s Leader  
Central texts: Mahabharata Shanti Parva, Chanakya’s Arthashastra [The Life of a King], Dhammapada

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

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

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

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

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

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

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

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

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

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

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

SESSION 20  Case Studies in Leadership Excellence from Indian Literature  
Central texts, Mahabharata [Adi Parva], Valmiki Ramayana [Ayodhya]
VI.12 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) Everything
- The Politics of Information and Analysis
- Changing the Structure to Consolidate Power
- Symbolic Action: Language, Ceremonies, and Settings
- Even the Mighty Fall: how Power is Lost?
- Managing Political Dynamics Productively
- Toward a General Theory
- Managing with Power
VI.13 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
Readings:
Why Do Managers Draw Red Flowers With Green Stems
A Boy Called Sparky
A Physics Legend

Session: 2  
Understanding Creativity
Readings:
Shukla, M
---
What is Creativity
Definitions of Creativity

Sessions: 3&4  
Unblocking Creative Potential
Readings:
Shukla, M: Blocks to Creativity
Von Oech, R: Ten Mental Locks
Pradeep Khandwala: Blocks to Creativity: Causes, Functions...
---
Eat Your Word Department
Exercise:
a. Your Temperament Scale

Sessions: 5-7  
Creative Process and Person
Readings:
Shukla, M: A Method to the Madness
Shukla, M: Invoking the Unconscious
Stein, M: The Creative Person
---
What Can I do to Increase My Creativity?
---
Enhancing Creative Competency
Gross, Roger & Moore: Four Styles of Thinking
Exercise:
a. Creative Style Inventory
b. Decoding the Creative Person
c. CMI
Case:
a. Sir Isaac Newton: The man behind the genius
b. Charles Schulz, Cartoonist

QUIZ -1 (session 8 – 10 Marks)

Sessions: 8-12  
Creativity Techniques
(Brainstorming; Lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.)
Readings:
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

Exercise: These would be hands-on sessions, where the participants will get an opportunity to learn about various creative techniques, by practicing them.

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.14 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.15 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

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<th>Topics/Issues</th>
<th>Details/Resources/Readings</th>
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<td>Course Introduction</td>
<td>An Appreciative Inquiry exercise in dyads; Course overview</td>
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<tr>
<td>2</td>
<td>Positive Psychology: Getting to know each other</td>
<td>An introduction; Is it possible to become happier; How Happy are you and why; How to find happiness activities... (Lyubomirsky, Chapters 1, 2 &amp; 3 respectively)</td>
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<tr>
<td>3</td>
<td>Basic Premises</td>
<td>The New Science of HAPPINESS; If We Are So Rich, Why Aren’t We Happy?; Psychological Wealth: The Balanced Portfolio &amp; Two Principles of Psychological Wealth (Two Book Chapter excerpts from ‘Happiness: Unlocking the Mysteries of Psychological Wealth’)</td>
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<td>4</td>
<td>Mind-set: Beliefs as</td>
<td>Self-fulfilling Prophesies; The Winning Edge; Mind-Set Matters: Exercise and the Placebo Effect</td>
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<td>5</td>
<td>A Question of Focus</td>
<td>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’)</td>
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<td>6 &amp; 7</td>
<td>Change</td>
<td>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’)</td>
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<td>8</td>
<td>Goal Setting</td>
<td>The Goals That Guide Us; Choosing Happiness: Goals, Relationships, &amp; Positive Thinking</td>
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</table>
(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 &


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.16 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.17 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**

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<th>Module</th>
<th>Session Theme</th>
<th>Readings &amp; Exercises</th>
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| 1     | Module 1 | Introduction to Political Behaviour and Impression Management | • Impression Management: Multilevel Review
• Power and Politics in Organizational Life
• Framework for Effective Use of Organizational Politics |
**Preparation:** Comprehend the movie “Erin Brockovich”

**Experiential Exercise:** Understanding Office Politics & Your Tendency to Play Organizational Politics

| 2     | Module 1 | Organization Context and Ethics | • The Ethics of Organizational Politics.
• Promote Yourself with Integrity
• Ethical Lobbying |

**Experiential Exercise:** Impression Management through Story Telling

| 3     | Module 2 | Initiatives for Acquiring Power | • Power Dynamics in Negotiation
• Development and Transfer of Power across Organizational Levels |

**Experiential Exercise:** Creating an Impression of Power
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<td>• The politics of Impression Management in Organizations: Contextual Effects</td>
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<td>• Managing Your Boss</td>
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<td><strong>Experiential Exercise:</strong> Engaging in Effective Flattery</td>
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<td>5</td>
<td>Managing First 90 days in an organization</td>
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<td>• Themes from the book “The first 90 days”</td>
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<td>• <strong>Experiential Exercise:</strong> First Impression</td>
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<td>• Relationship Quality &amp; Relationship Context</td>
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<td>• The Symbiosis of Organizational Politics and Organizational Democracy</td>
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<td>• The Team Trust/Competence Grid</td>
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<td>• Antecedents, Processes and Outcomes of Collective Politics in Organizations</td>
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<td><strong>Experiential Exercise:</strong> Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions</td>
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<td>Influence Tactics</td>
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<td>• Organizational Politics: Building Positive Political Strategies in Turbulent Times</td>
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<td>• Influence Tactics Used by Subordinates</td>
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<td>• The Impact of Political Skill on Impression Management Effectiveness</td>
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<td>• Role of Subordinate Political Skill on Supervisor's Impressions</td>
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<td>• Capabilities of the Consummate Net-worker</td>
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<td>• Competent Jerks, Lovable Fools and the Formation of Social Networks</td>
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<td><strong>Experiential Exercise:</strong> Blunder Recovery and Damage Control</td>
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<td>11</td>
<td>Controlling Dysfunctional Politics</td>
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<td>• Consequences of Disfunctional Impression Management</td>
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<td>• Forging a High Integrity Politics Culture</td>
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<td>• The Bigger Picture: A Societal Wake-Up Call</td>
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<td></td>
<td><strong>Experiential Exercise:</strong> Confronting a Backstabber</td>
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<tr>
<td></td>
<td>Group Presentations during last one/two sessions</td>
</tr>
</tbody>
</table>
VI.18 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.19 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.20 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 selfserving 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
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.
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

<table>
<thead>
<tr>
<th>Session No.</th>
<th>Topic</th>
<th>Book Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>Introduction Managing Human Resources Today</td>
<td>Chapter 1, 2 &amp; 11 Case: Domestic Auto Parts</td>
</tr>
<tr>
<td>3</td>
<td>Human Resource Planning</td>
<td>Chapter 3 Exercise: Mahananda Mittens</td>
</tr>
<tr>
<td>4-5</td>
<td>Employee Selection</td>
<td>Chapter 4 Class Exercises</td>
</tr>
<tr>
<td>6</td>
<td>Performance and Appraisal Compensation</td>
<td>Chapter 6 &amp; 7</td>
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<tr>
<td>7</td>
<td>Training and Development Training</td>
<td>Chapter 5 &amp; 8</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Teaching Sessions: Sessions</th>
<th>Topic (s)</th>
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<tbody>
<tr>
<td>1</td>
<td>(a) Introduction &amp; Approaches (Unitary, Pluralistic, Class Conflict, Gandhian) to Industrial and Employment Relations</td>
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<tr>
<td></td>
<td>(b) Basic Aspects of Industrial Relations in India</td>
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<tr>
<td>2</td>
<td>(a) Trade Unions in India</td>
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<td></td>
<td>(b) BSWU – A case of independent trade union in India</td>
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<td></td>
<td>(c) MRF United Workers’ Union</td>
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<td>3 &amp; 4</td>
<td>Industrial Conflict &amp; Disputes</td>
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<td></td>
<td>(a) Legal and Conceptual Framework and its Incidence</td>
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<td></td>
<td>(b) Two case studies, viz. HMSI, Maruti Suzuki Conflicts</td>
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<tr>
<td>5</td>
<td>Collective Bargaining in India</td>
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<tr>
<td>6</td>
<td>Workplace discipline and domestic inquiry</td>
</tr>
</tbody>
</table>
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
  - contd.
- Time Study, Method Study and Work Measurement
  - contd.
- Methods Study, Motion Study and Work Measurement
- 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.

<table>
<thead>
<tr>
<th>Lecture No.</th>
<th>Topic</th>
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<tbody>
<tr>
<td>1.</td>
<td>Introduction</td>
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<td>2.</td>
<td>Linear Programming: Mathematical Formulation</td>
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<td>3.</td>
<td>Linear programming: An Algebraic Approach</td>
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<td>4.</td>
<td>Linear Programming – The Graphical Solution</td>
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<td>5.</td>
<td>Linear Programming – The Simplex Method</td>
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<td>6.</td>
<td>Linear Programming- Problem Solving,</td>
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<td>7.</td>
<td>Duality and Sensitivity Analysis</td>
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<td>8.</td>
<td>Transportation Problem</td>
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<td>9.</td>
<td>Assignment Problem</td>
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<td>10.</td>
<td>Multi-objective decision making(MODM)</td>
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<td>11.</td>
<td>Goal Programming</td>
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<tr>
<td>12.</td>
<td>Interactive and Non-interactive methods in MODM</td>
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<tr>
<td>13.</td>
<td>Multi-attribute decision-making(MADM)</td>
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</tbody>
</table>
A. Course Objectives:
The main objectives of the course are twofold: to continue to introduce the students to the main ideas of probabilistic thinking; and building on this foundation, to provide an appreciation of some of its applications for business decision-making. Thus, this part of the course aims to (a) study special discrete and continuous probability distributions with applications to business problems. (b) understand the mechanics and concepts of bivariate analysis: joint marginal and conditional distributions. (c) structure a complex decision sequentially, revising probabilities through Bayesian procedure and selecting the optimal action path. (d) model random phenomena as a Discrete Time Markov Chain (DTMC) and obtain the transient state distributions. (e) develop some preliminary notions of statistical inference.

B. Syllabus (Refer to BM Manual):
Probability Distributions: Poisson, Normal (Gaussian), Uniform & Exponential densities; properties, interrelationships & applications. [4 lectures]
Bivariate Analysis: Meaning of bivariate random variable; joint, marginal and conditional distributions; computation of probabilities for simple bivariate distributions. [1 lecture]
Decision Analysis: Structuring the decision problem: Actions, states of nature, payoffs, prior probabilities; expected value of perfect information; revision of priors via Bayes rule; expected value of sample information; decision trees. [2 lectures]
Stochastic Processes Overview of stochastic processes; modeling random phenomena as a DTMC through the one-step stochastic matrix; computing the transient state probabilities for stage n. [2 lectures]
Statistical Inference: Basic notions of statistical inference etc as a bridge to QT II. [1 lecture]

COURSE OBJECTIVE:

One of the distinguishing characteristics of a business executive is that an important part of his job is the making of decisions. The immediate result of a decision is that a specific course of action is chosen from a group of alternative courses. A constant check is made on the results following a decision, with the possibility that new decisions will follow the developments that arise from the original decision. Decision-making is thus a continuous process requiring a constant flow of information regarding the progress of business and the results of earlier decisions.

More often in making decisions we have to evaluate the risk of making a wrong decision. This evaluation is based on the theory of probability. On this foundation stone, other key steps of decision-making are laid down, viz., Bayesian Analysis and the One of the distinguishing characteristics of a business executive is that an important part of his job is the making of decisions. The immediate result of a decision is that a specific course of action is chosen from a group of alternative courses. A constant check is made on the results following a decision, with the possibility that new decisions will follow the developments that arise from the original decision. Decision-making is thus a continuous process requiring a constant flow of information regarding the progress of business and the results of earlier decisions.

More often in making decisions we have to evaluate the risk of making a wrong decision. This evaluation is based on the theory of probability. On this foundation stone, other key steps of decision-making are laid down, viz., Bayesian Analysis and the Theory of Statistical Distributions. Probabilistic models are well structured, and an understanding of their functioning enhances our analytical ability.

In short, in its broadest sense business statistics includes the methods and inferences needed to provide an adequate flow of quality raw materials, to select and evaluate the performance of both machines and personnel, to design products and maintain their quality, and to evaluate new methods of production, advertising, and selling the goods and services of industry, both in the immediate present and in the near and distant future.

The objectives of this course may be specified as follows:

1. to provide a basic tool kit of relevant tools which would be necessary for decision-making;
2. to develop students’ diagnostic and analytic skills through suitable logical problems;
3. to develop their ability to measure and judge quantities;
4. to provide a probabilistic base for all functional areas of management.

**TOPICS AND CONTENTS**

<table>
<thead>
<tr>
<th>Topics</th>
<th>No. of Sessions</th>
</tr>
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<tbody>
<tr>
<td><strong>1. Theory of Probability</strong></td>
<td></td>
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<tr>
<td>a) Experiment, sample space and events and Probability</td>
<td>5</td>
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<tr>
<td>b) Axiomatic Probability</td>
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<td>c) Conditional probability</td>
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<td>d) Law of independence</td>
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<td>e) Bayes’ Theorem</td>
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<td>f) Union of events</td>
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<td><strong>2. Random Variables</strong></td>
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<tr>
<td>a) Probability distribution</td>
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<tr>
<td>b) Mathematical Expectation and Variance</td>
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<tr>
<td><strong>3. Special Distributions</strong></td>
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<tr>
<td>a) Binomial Distribution</td>
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<tr>
<td>b) Negative binomial Distribution</td>
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<tr>
<td>c) Hyper geometric Distribution</td>
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</table>
VIII.5 QUANTITATIVE TECHNIQUES – II

[3 Credits]

1. Course Objectives:

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 favoring 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 purposes – reporting or decision making. Tests of hypothesis are the means of doing this and they will constitute the a major topic to be discussed in this term. We will cover both parametric and non-parametric inference in this regard.

Building on the probabilistic foundation of Q.T.I, the course provides a thorough grounding in inferential statistics as a tool for business decision-making. The board objectives of the course are (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.

2. Syllabus:

Introduction: introduction to statistical inference; random sampling; sampling distribution; central limit theorem; basic concepts of point estimation and hypothesis testing. [3 lectures]

One population case: Hypothesis testing and confidence intervals for one population mean, variance and proportion. [3 lectures]

Comparison of two populations: Hypothesis testing for comparison of two population means, variances and proportions; the paired t test for matched samples; confidence intervals for the difference of two means, proportions and variances. [4 lectures]

K>2 populations: Comparison of K means (ANOVA), K proportions (\chi^2-test) and K variance (Bartlett test). [3 lectures]

Bivariate Analysis: Correlation coefficient; definition, computation, properties, & hypothesis testing; simple linear regression: assumptions, least-squares estimation, hypothesis testing, \(R^2\), forecasting and control. Multiple Regression; model building, significance tests, residual analysis, interpretation of output; Violation of classical regression assumption. [4 lectures]

Nonparametric Tests: Runs test; \(\chi^2\) Goodness-of-fit test; Mann-Whitney test, Wilcoxon signed-ranks test; Kruskall-Wallis test; Spearman’s rank correlation. [3 lectures]
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
   - Queueing Processes
4. Non Linear Programming
   - Classical Optimization
   - Quadratic Programming
5. Non Linear Dynamic Programming
6. 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
7. OR in Practice: A soft Approach
VIII.8 BUSINESS INTELLIGENCE AND DATA MINING

[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:

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction to BI</td>
</tr>
<tr>
<td>2.</td>
<td>Data warehousing and Business Intelligence</td>
</tr>
<tr>
<td>3.</td>
<td>OLTP and OLAP</td>
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<tr>
<td>4.</td>
<td>Data Management in Big Data Era</td>
</tr>
<tr>
<td>5.</td>
<td>Data Analytics Lifecycle</td>
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<tr>
<td>6-7.</td>
<td>Data Mining – Data preparation</td>
</tr>
<tr>
<td>8.</td>
<td>Introduction to Statistical Modelling, Machine Learning</td>
</tr>
<tr>
<td>9-13</td>
<td>Supervised Learning using R</td>
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<td></td>
<td>K-NN</td>
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<td></td>
<td>Decision Tree</td>
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<td>Neural Network</td>
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<td>Naïve Bayes</td>
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<td>14.</td>
<td>Unsupervised learning – Basic concepts and applications</td>
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<tr>
<td>15.</td>
<td>Using Cluster Membership to predict churn</td>
</tr>
<tr>
<td>16.</td>
<td>Affinity Analysis</td>
</tr>
</tbody>
</table>

Case: Continental Airlines Takes Off with Real-time Business Intelligence

Case: Bank customer attrition analysis

Case: cell2cell
<table>
<thead>
<tr>
<th>17-18.</th>
<th>Thinking like a Data Scientist in e-marketplace</th>
<th>Chapter 9 [3]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Case: Bigbasket</td>
</tr>
<tr>
<td>19-20</td>
<td>Advanced Data Mining: Text Analytics</td>
<td>Chapter 9[4]</td>
</tr>
</tbody>
</table>
VIII.9 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
  - 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
VIII.10 Leading Digital: Turning Technology into Business Transformation
[3 Credits]

Course Objectives:

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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
<th>Learning Goals/Dimensions of Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to SMAC stack, background and current status</td>
<td>Communication: Ability to effectively listen, inform, or persuade through appropriate medium, achieving the intended purpose</td>
</tr>
<tr>
<td></td>
<td><strong>Case</strong>: Orange Mart</td>
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<tr>
<td>2 &amp; 3</td>
<td>Leading Digital and Digital Mastery</td>
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<td></td>
<td><strong>Infrastructure Case</strong>: Lemons &amp; Melons Inc.</td>
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<td>4</td>
<td>Social Strategies/Social economy that work</td>
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<tr>
<td>5</td>
<td>Assignment-1: Case discussion &amp; Assignment presentation in group</td>
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<td>6 &amp; 7</td>
<td>Mobile</td>
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<tr>
<td>6. Mobile Payments a Framework for Success</td>
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<tr>
<td>7. Case: Starbucks Canada: The Mobile Payments Decision</td>
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<tr>
<td>8. Smoothpay: Growing a Mobile Payment User Base</td>
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<tr>
<td>9. Paytm: Targeting more Pockets for Mobile Wallet</td>
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<td>10. RBC: Mobile Wallet</td>
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</tbody>
</table>

Continual Process: Cases can be changed/added when the course will be offered

<table>
<thead>
<tr>
<th>8 &amp; 9</th>
<th>Cloud Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Cloud Computing Primer for 2018</td>
<td></td>
</tr>
<tr>
<td>8. Preparing for the Future: Understanding the Seven Capabilities of Cloud Computing</td>
<td></td>
</tr>
<tr>
<td>9. Case: Blazeclan Technologies: Cloud Computing Adoption in India</td>
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<tr>
<td>10. Case: The HP Helion Proposal</td>
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<tr>
<td>11. Case: Fintech: Choosing a Cloud Services Provider</td>
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<tr>
<td>12. Case: VMware and the Public Cloud A&amp;B</td>
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</tbody>
</table>

10, 11, & 12 Business Analytics/ Big Data Analytics

Visiting faculty from Industry will conduct 10 sessions

<table>
<thead>
<tr>
<th>13 &amp; 14</th>
<th>Midterm project: Multiplier effect of SMAC</th>
</tr>
</thead>
</table>

| 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.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

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

<table>
<thead>
<tr>
<th>Session #</th>
<th>Topic</th>
<th>Details</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Service Economy</td>
<td>• Distinctive characteristics of service operations</td>
<td>Case: Reading: Schmenner, R. W. (1986). How can service businesses survive and prosper. Sloan management review, 27(3), 21-32</td>
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<td></td>
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<td>• Service process matrix</td>
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<td>o Operating strategy</td>
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<td>o Service concept</td>
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<td>• Strategic role of information in services</td>
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<td>• Virtual value chain</td>
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<td>• Economics of scalability</td>
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<td>• Stages in service firm competitiveness</td>
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</tbody>
</table>
| 3  | New service development | • Innovation in services  
| 4  | Service Costs | • Service Production Costs  
• Service Distribution Costs  
• Total Cost Functions | Reading material to be provided separately as lecture notes |
| 5  | Service Pricing | • 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 | • 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 | • 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 | • 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 | • Peak load pricing  
• Multi-season pricing | Case: Equuleus Car Sharing Inc.  
Reading material to be provided separately as lecture notes |
| 14-15 | Queuing Models | • Markovian Queuing Models  
| 16-17 | Analysis of Specific Service Operations | • Pricing and Products in Airlines Industry  
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<td><strong>Pricing and Products in Tour Operators</strong>&lt;br&gt;<strong>Public roads and congestion</strong></td>
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<tr>
<td>20</td>
<td>Project Presentations</td>
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</tbody>
</table>
VIII.17 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.18 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)
   - 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.19 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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to TOC</td>
<td>Course outline &amp; expectations&lt;br&gt;Params 310 &amp; 312 assignment (operations simulation)&lt;br&gt;Goal Movie</td>
</tr>
<tr>
<td>2 - 5</td>
<td>TOC in Operations</td>
<td>Discussion on Params 310 &amp; Learning&lt;br&gt;Goldratt Satellite Program on Operations&lt;br&gt;Theory on TOC in Operations – appreciation of variability &amp; dependency&lt;br&gt;Params all other plant layouts</td>
</tr>
<tr>
<td>6</td>
<td>TOC – Thinking Process</td>
<td>Concept and Case Study</td>
</tr>
<tr>
<td>7 - 9</td>
<td>TOC – Finance &amp; Measurements</td>
<td>Goldratt Satellite Program on Finance&lt;br&gt;Measurements&lt;br&gt;Quiz &amp; Case Study</td>
</tr>
<tr>
<td>10 - 13</td>
<td>TOC – Supply Chain Management</td>
<td>TOC Insights in Supply chain&lt;br&gt;Beer Game and implication&lt;br&gt;Project: Build Solution for any specific case</td>
</tr>
<tr>
<td>14 - 18</td>
<td>TOC – Project Management</td>
<td>Coin game&lt;br&gt;Concepts of TOC in Project Management&lt;br&gt;Card Game for release control&lt;br&gt;Applications and solution design</td>
</tr>
<tr>
<td>19 - 20</td>
<td>Strategy &amp; Tactic</td>
<td>Goldratt Satellite Program on Strategy &amp; Tactic&lt;br&gt;N&amp;S of Strategy and Tactic&lt;br&gt;N&amp;S of Technology</td>
</tr>
</tbody>
</table>
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

Session 1-3 : Foundations and Principles of Six Sigma, DMAIC methodology, Seven QC tools, Seven New Quality Tools
- Textbook: Chapter 3

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

Session 8 : Value Stream Mapping (VSM) Case discussion

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


Session 19: **A Six Sigma Case Study**


Session 19-20: **Six Sigma case studies from various sectors**


**IX STRATEGIC MANAGEMENT**

**IX.1 INTRODUCTION TO SUSTAINABLE DEVELOPMENT AND CORPORATE SUSTAINABILITY**

[2 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.*

<table>
<thead>
<tr>
<th>Sessions</th>
<th>What is Sustainable Development?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2</td>
<td>• Growth Vs. development</td>
</tr>
<tr>
<td></td>
<td>• Complexity of inter and intra-generational equity</td>
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<td></td>
<td>• Strong sustainability Vs. weak sustainability</td>
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<td></td>
<td>• Concept of externalities and stakeholders</td>
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<td>• Marginal Abatement costs Vs. Marginal social costs</td>
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<td></td>
<td>• Friedman Vs. Freeman Vs. Shared value creation models</td>
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<tr>
<td></td>
<td>• Why is it time to leave GDP behind</td>
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</tbody>
</table>

**What is Corporate Sustainability?**
- How is it different from Sustainable Development?
- Relevance of Corporate Sustainability in a globalized economy
- Drivers of corporate Sustainability

**Policy approaches to sustainability management**
- Precautionary principle
- Command and control
- Market based approaches

**Readings**
1. Introduction to Sustainability: Humanity and the Environment

<table>
<thead>
<tr>
<th>Session 3, 4</th>
<th>Sustainability management tools and systems concepts</th>
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<tbody>
<tr>
<td></td>
<td>• Environmental Impact Assessment [<a href="http://www.iaia.org">www.iaia.org</a>]</td>
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<td></td>
<td>• Circular Economy &amp; industrial ecology [<a href="http://www.ellenmacarthurfoundation.org/circular-economy">http://www.ellenmacarthurfoundation.org/circular-economy</a>]</td>
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<td>• Life Cycle Assessment (The International Journal of Life Cycle Assessment, Springer)</td>
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<td>• Designing for Sustainability [<a href="http://www.d4s-de.org">http://www.d4s-de.org</a>]</td>
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<td></td>
<td>• Extended Product Responsibility [<a href="http://www.greenpeace.org/international/PageFiles/24472/epr.pdf">http://www.greenpeace.org/international/PageFiles/24472/epr.pdf</a>]</td>
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<td>• Global Reporting Initiative [<a href="https://www.globalreporting.org">https://www.globalreporting.org</a>]</td>
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<td>• Carbon disclosure project [<a href="http://www.cdp.net">www.cdp.net</a>]</td>
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<td>Session</td>
<td><strong>Ecosystem services &amp; corporate performance</strong></td>
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<td>5</td>
<td>• Risks &amp; opportunities arising from ecosystems change</td>
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<td>• Corporate ecosystem services review</td>
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<td>• Emerging markets for ecosystem services</td>
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<td></td>
<td>• Net Present Value of forests and CAMPA</td>
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</tbody>
</table>

**Readings**
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](http://envfor.nic.in/content/report-revision-rates-npv-applicable-different-classcategory-forests-comments-invited)

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<tr>
<th>Sessions</th>
<th><strong>Operations &amp; Supply Chain Sustainability</strong></th>
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<tr>
<td>6</td>
<td>• Why sustainability is now the key driver of innovation?</td>
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<td></td>
<td>• Integrating sustainability into supply chain management: Environmental Profit &amp; Loss Accounts</td>
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</table>

**Readings**
1. Decoupling 2: technologies, opportunities and policy options

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<thead>
<tr>
<th>Sessions</th>
<th><strong>Marketing and Corporate Sustainability</strong></th>
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<tr>
<td>7</td>
<td>• Responsible marketing</td>
</tr>
<tr>
<td></td>
<td>• Sustainability as a driver of customer preferences and buying behavior</td>
</tr>
<tr>
<td></td>
<td>• Market failure, green marketing opportunities, global Sustainable Public Procurement initiatives, eco labels, green marketing myopia, sustainability for market penetration, expansion etc.</td>
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<tr>
<th>Session</th>
<th><strong>Finance and Sustainability</strong></th>
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<tr>
<td>8</td>
<td>• Does it pay to be sustainable?</td>
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<td>• Principles for Responsible Investing</td>
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<td>• Socially Responsible Investing</td>
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<td>• DJSI / ESG India 50</td>
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<td>• Carbon Disclosure Project</td>
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<td>• Equator Principles</td>
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<td>• IFC sustainability due diligence frameworks</td>
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<td>• The value driver model</td>
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</table>

**Readings**
1. Does it pay to be green? A systematic overview
2. The value driver model: a tool for communicating the business value of sustainability
3. Dow Jones Sustainability Index. [http://www.sustainability-index.com](http://www.sustainability-index.com)
4. *Measuring Sustainability ROI*

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<thead>
<tr>
<th>Session</th>
<th><strong>HRM, Organizational change and Leadership for Sustainability</strong></th>
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<tr>
<td>9</td>
<td>• Sustainability Leadership: Making Change Happen</td>
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<td>• Extending corporate sustainability to the human resource management and organizational behavior domains</td>
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**Readings**

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<th>Sessions</th>
<th><strong>Strategic CSR</strong></th>
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<td>10</td>
<td>• Companies Act, 2013 – CSR and Class Actions</td>
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<tr>
<th>Session</th>
<th><strong>Strategy and Sustainability: Emerging Trends</strong></th>
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<tbody>
<tr>
<td>11, 12</td>
<td>• Social consent to operate</td>
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<tr>
<td></td>
<td>• How sustainability is driving strategy?</td>
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<td></td>
<td>• Cost reduction, risk avoidance, revenue generation, intangible value addition dimensions</td>
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</table>
- The green onion. A corporate environmental strategy framework.
- Shared value creation model – implications for 21st century business

**Readings**
2. The green onion. A corporate environmental strategy framework.

<table>
<thead>
<tr>
<th>Session</th>
<th>Connecting the dots</th>
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<tbody>
<tr>
<td>13</td>
<td>Building national competitiveness through sustainability</td>
</tr>
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</table>
## 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.

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Study Material</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction &amp; Overview</td>
<td><strong>Caselet:</strong></td>
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<td>• To be distributed in the class</td>
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<td><strong>Core Readings:</strong></td>
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<td><strong>Supplementary Readings:</strong></td>
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<tr>
<td></td>
<td></td>
<td>• Porter, M.E. (1996), What is strategy? HBR, Nov-Dec: 61-78</td>
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<tr>
<td>2</td>
<td>Basic Strategy Frameworks &amp; Industry Analysis</td>
<td><strong>Core Readings:</strong></td>
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<tr>
<td></td>
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<td>• Porter, M.E. (1975), Notes on Structural Analysis of Industries, HBR</td>
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<td></td>
<td></td>
<td>• Chapter 3 “The competitive environment”, from the prescribed textbook</td>
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<tr>
<td>3</td>
<td>Industry &amp; Competition</td>
<td><strong>Case:</strong></td>
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<td>• Cola Wars Continue: Coke and Pepsi in 2010</td>
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<td><strong>Core Readings:</strong></td>
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<td></td>
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<td>• Collis, D. J. and C. A. Montgomery (1995), Competing on resources, HBR, 73(4): 118-128</td>
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<td></td>
<td></td>
<td>• Chapter 4 “The internal environment: Value creating activities”, from the prescribed textbook</td>
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<td>4</td>
<td>Competitive Rivalry</td>
<td><strong>Case:</strong></td>
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<td>• Brighter smiles for the masses: Colgate vs P&amp;G</td>
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<td><strong>Core Readings:</strong></td>
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<td>Session</td>
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</table>
| 5       | RBV, Core Competency, Value Chain Analysis | **Core Readings:**
  * Ghemawat, P. and J. Rivkin (2006), *Creating competitive advantage*, HBS Note: 9-798
  * Hagel J., Singer M., (1999), *Unbundling the corporation*, HBR |
| 6       | Growth Strategy: Product – Market Decisions | **Case:**
  * Nucor at Crossroads OR Wadeshwar: Strategies for growth
**Core Readings:**
  * Chapter 7 “Business level strategy”, from the prescribed textbook |
| 7       | Introduction to Corporate Strategy & Portfolio Analysis | **Core Readings:**
  * Chapter 8.6 “Portfolio Analysis” from the prescribed textbook
  * Corporate Strategy: A Manager’s guide, HBR
  * Short note |
| 8       | Growth Strategy: Diversification | **Case:** Newell Co.: Corporate Strategy
**Core Reading:**
| 9       | Growth Strategy: Mergers and Acquisitions | **Case:** Hewlett - Packard – Compaq: The Merger Decision
**Core Readings:**
  2. Chapter 8 “Corporate level strategy (specifically the section on M&A)”, from the prescribed textbook |
| 10      | Recap and Mid-course review | Recap and Mid-course review |
| 11      | Joint Ventures and Alliances | **Case:** Xerox and Fuji Xerox
**Core Reading:**
| 12      | Internationalization | **Case:** House of TATA: Acquiring a global footprint
**Core Readings:**
<table>
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<tr>
<th>Session</th>
<th>Topic</th>
<th>Study Material</th>
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<tbody>
<tr>
<td>14</td>
<td>Strategy in Emerging Market context</td>
<td><strong>Case:</strong> Big Bazar&lt;br&gt;<strong>Core Readings:</strong>&lt;br&gt;1. Khanna, T. &amp; Palepu, K. G., (2006), Emerging Giants: Building World-Class Companies in Developing Countries, HBR, 84(10): 60-69.</td>
</tr>
<tr>
<td>16</td>
<td>Corporate Process: Knowledge Management</td>
<td><strong>Case:</strong> McKinsey &amp; Company: Managing Knowledge and Learning&lt;br&gt;<strong>Core Readings:</strong>&lt;br&gt;1. Nonaka, I., (2007), Knowledge creating company. HBR, 85 (7/8), 162-171.</td>
</tr>
<tr>
<td>17</td>
<td>Strategy and Leadership</td>
<td><strong>Case:</strong> GE’s Two – Decade Transformation: Jack Welch’s Leadership&lt;br&gt;<strong>Core Readings:</strong>&lt;br&gt;1. Montgomery, C.A., 2008, Putting leadership back into strategy; HBR 86(1); 54-60.&lt;br&gt;2. Chapter 11 “Strategic leaderships”, from the prescribed textbook</td>
</tr>
<tr>
<td>18 &amp; 19</td>
<td>Project Presentations</td>
<td>Project Presentations</td>
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<tr>
<td>20</td>
<td>Course Wrap-up</td>
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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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
<th>Articles and Cases</th>
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</table>
| Sessions 1 & 2 | • Introduction to the course  
• Christensen, C. M. & Donovan, T. (2002), The process of strategy development & implementation, Innosight |
| Sessions 3 to 6 | • Performance measurement  
• Balanced Scorecard concepts  
• 2008 – Setting Measures and Targets that Drive Performance – a Balanced Scorecard Reader, HBS Publishing  
• Case – Citibank: Performance Evaluation  
• Case – Playgrounds and Performance: Results Management at KaBOOM! |
| Sessions 7 & 8 | • Learning & Knowledge Management  
• Alignment through BSC | • 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  
• Kaplan, R.S., & Norton, D.P. (2006), Achieving strategic alignment: From top to bottom, HBS Press  
• Alignment at Tata Motors’ Commercial Vehicle Business Unit |
| Session 9 & 10 | • BSC simulation | • Case – Transworld Auto Parts (TWA) – A & B  
• **Balanced Scorecard** by V G Narayanan |
| Sessions 11 & 12 | • Integrating strategy processes through BSC | • Kaplan, R.S., & Norton, D.P. (2007), Using the balanced scorecard as a strategic management system, HBR, July-Aug  
• Case – Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard |
| Sessions 13 to 18 | • Applications of BSC in various contexts | • Case – Strategic Performance Measurement of Suppliers at HTC  
• Case – Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard (HR-BSC)  
• Case – Amanco: Developing the Sustainability Scorecard  
• Case – Infosys’ Relationship Scorecard: Measuring Transformational Partnerships |
| Sessions 19 & 20 | • Innovation BSC  
• Summary / Wrap-up | • 2007 – Managing Innovation – a Balanced Scorecard Reader, HBS Publishing |
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.

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<tr>
<th>SI No.</th>
<th>Topic/s</th>
<th>Readings &amp; Cases</th>
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</table>
| 1      | Introduction and Overview | Case (Visual): Voices of the Poor  
| 2      | Opportunities and Challenges at the BoP | Case: Patrimonio Hoy  
Readings: 1. Prahalad and Hammond (2002) Serving the world’s poor profitably. HBR  
| 3      | BoP Interventions: Cases and non-cases | Case (Visual): Cases of BoP (From the fortune at the BoP, Prahalad, 2007)  
| 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 |
| 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
8. Varadarajan (2009). Fortune at the bottom of the innovation pyramid: The strategic logic of incremental innovation, BH.

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 Coopetition
- Networking in Action
- Some techniques of Networking
  - Big deal about small talk
  - How to create your own luck
  - Networking: How to raise your M.Q. (Mensch Quotient)
  - Networking: How to work the “Virtual Room”
  - How to work an Audience
  - Create a Network of Cronies
- Models & cases
  - The Tipping Point Theory
  - Digital Imperatives – The Meme Marauder
  - A/c carrier flight ops at sea
  - Special Interests as a basis for Networking
- Six Degrees of Separation
IX.10 Business Models for Organizational Excellence

[3 Credits]

Course 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 model

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
  o iCloud (or some other technological services business model)
• Media Sector
  o Netflix (or some other media based business model)
• Mobile and Telecom Sector
  o WhatsApp or Skype (or some other mobile or telecom based business model)
• Healthcare Sector
  o Narayana Hrudayala (or some other healthcare based business model)
• Travel Sector
  o Airbnb (or some other travel based business model)
• Government and Public Sector
  o Indian Railway (or other government or public sector based business model)
• Consumer Goods and Service Sector (Food & Beverages)
  o Subway (or some other consumer goods based business model)
• Retail Sector
  o Walmart / Amazon (or some other retail sector based business model)
• Energy Sector
  o 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 an 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

Course Pedagogy

This course shall primarily use multiple industry examples predominantly from Indian context, supplemented by readings, lectures, exercises as required. Information will be presented from academic research and actual disclosures of major multinational companies. Sustainability officers and other sustainability professionals will serve as guest speakers in the class throughout the course. Live projects with Jamshedpur based corporate entities will provide students with first hand exposure to sustainability strategy creation, implementation, monitoring and reporting practices.

As there will be limited live project opportunities in Jamshedpur, the class will have a cap of 60 students (30 from BM & 30 from HRM). As the course is predominantly strategy and sustainability oriented, strong theoretical understanding of issues related to corporate sustainability & strategy are a prerequisite. To ensure that every student in the class is on the same page as regards to sustainability & strategy, those with higher grades in ISDCS course + strategy courses till term 4 will be given preferential admission into the course.
IX.14 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.15 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 textbook 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.16 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 mange 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
Course Objective:
Business managers make decisions in an interactive strategic environment. Their decisions affect other businesses, and vice versa. Such situations are known as ‘games’. Game Theory is the science of playing ‘games’. Managers frequently play ‘games’ with competitors, suppliers, customers, complementors, as well as with internal 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 students’ ability to think strategically in complex, interactive environments. As functional managers, when the students will engage themselves in negotiating and/or contracting with customers and/or suppliers, in bidding for contracts against competitors, and in pricing or other strategic decision making, they will be able to reap the benefit of doing this course.

Course Content:
Module A (Games of Complete Information – Fundamentals and Applications) – 8 sessions
Introduction to game theory – Concept of individual rationality, Sequential move games, backward induction and foresight, Simultaneous move games - Pure strategy Nash equilibrium, Repeated games, Simultaneous move games - Mixed strategy Nash equilibrium, Commitment and Strategic Moves - Credibility, threats, and promises, War of Attrition, Negotiations – Wage / price bargaining under complete information, Investment and hold-up problem.

Module B (Games of Complete Information – Advanced Topics) – 4 sessions
N-person games – Collective action and coordination Matching games and market designing Cooperative games and coalition formation Evolutionary game theory

Module C (Games of Incomplete Information and its Business Applications) – 8 sessions
Introduction to games of incomplete information and Bayesian Nash equilibrium, Sequential move games of incomplete information and Perfect Bayesian equilibrium; Doing business with limited information, Negotiation failure under incomplete information; Managing “principal-agent problems” by creating incentives, Designing contracts Auctions and bidding, The structure of signaling games Job-market signaling, Certification as signal, Entry deterrence under incomplete information

Session plan
Module A
(Games of Complete Information – Fundamentals and Applications)
Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)
1. Introduction; Understanding “individual rationality”; Sequential moves, backward induction and foresight Games with Sequential Moves (Chapter 3 of Dixit and Skeath) Out-think Chapter.

2. Simultaneous move games with pure strategies-Problem Solving Session (Set A1) Simultaneous-Move Games with Pure Strategies I: Discrete Strategies Simultaneous-Move Games with Pure Strategies II: Continuous Strategies (Chapter 4-5 of Dixit and Skeath) Out-think Chapter. 3 and Chapter 4

3. Repeated games and tacit collusion-Problem Solving Session (Set A1)/The Prisoners’ Dilemma and Repeated Games(Chapter 11 of Dixit and Skeath) Out-think Chapter. 6

4. Simultaneous move games with mixed strategies -Problem Solving Session (Set A2) Simultaneous-Move Games with Mixed Strategies I:(Chapter 7 of Dixit and Skeath) Out-think Chapter. 7

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

6. War of Attrition Case:-Hold or Fold? (HBS: 9-794-092) Entry and Deterrence in British Satellite Broadcasting (Section 7.1. of Ghemawat)
7. Understanding the value-net - Negotiations - Bargaining under complete information - Nash bargaining solution; Caselet: Acme Auto vs. Selco Steel Bargaining Problems; Out-think Chapter. 8

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

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

<table>
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<tr>
<th>N-person games - Problem Solving Session (Set B1)</th>
<th>3-person games (Chapter 7 of McCain)</th>
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<td>N-person games (Chapter 10 of McCain) Collective-action games (Chapter 12 of Dixit and Skeath)</td>
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11. Matching games and market designing - Coalitional games; A Note on Gale-Shapley Algorithm – Sumit Sarkar Elements of Cooperative Games (Chapter. 16 of McCain)

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

**Module C** (Games of Incomplete Information and their Business Applications) Session. Topic(s) Book Chapters(s) / Reference(s) / Case(s)

13 and 14. Introduction to games of incomplete information

| Simultaneous move games of incomplete information - Bayesian Nash Equilibrium |
|-----------------------------|---------------------------------|
| Bayesian Games (Chapter 9 of Osborne) |
| Information (Chapter 6 of Binmore) |

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

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<th>Wage bargaining under incomplete information</th>
<th>Final Offer Arbitration; A note on strikes (Sumit Sarkar); A note on Final Offer Arbitration (Sumit Sarkar) Out-think Chapter. 7</th>
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16. Designing contracts under incomplete information Problem Solving Session (Set C1)

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<th>Risk and Incentives in Contracting (Chapter. 25 of Watson)</th>
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17 and 18. Auctions and bidding – Private value auctions with risk-neutral and risk averse bidders. Bidding Strategy and Auction Design (Chapter 17 of Dixit and Skeath) A Simple Mathematical Note on Auctions (Sumit Sarkar)

19. The structure of signaling games

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<th>Entry deterrence under incomplete information</th>
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<td>Case: Fog of Business (HBS)</td>
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<td>Note: Bitter-Sweet Temptation (Sumit Sarkar)</td>
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<tr>
<td>Uncertainty and Information (Chapter 9 of Dixit and Skeath)</td>
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20. Job-market signaling: Problem Solving Session (Set E) A Note on Signaling Games (Sumit Sarkar)
**IX.18 IS 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?
7. Valuation of IT Impact – APV Method vis-a-vis other Methods
8. Technology Justification Models:
9. Managing IT Infrastructure - IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures
11. Challenges and Opportunities in Assessing IT Payoff: Enterprise Resource Planning Systems
12. Strategic impact of IT on Entertainment Industry:
13. Strategic impact of IT on Financial Services
IX.19 INDUSTRIAL ECONOMICS AND COMPETITIVE STRATEGIES

[3 Credits]

Objectives:
To help gain an understanding of:

- 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.20 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?
- 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.*
- Case: Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas--1991 (A) & (B) Porter’s Diamond Framework
- 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
- Case: Walmart around the World

Cross-border M&As
- Case: Santander’s Acquisition of Abbey - Banking Across Borders
Session 13 to 15: Organizing MNCs: Global Structural Plans

**Strategy and Structure of MNC**
- Case: Legendary Cafe: The China Challenge

**Headquarter-Subsidiary relationship**
- Case: EMI and the CT scanner (A) & (B) Managing Innovation Across Borders

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
- 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**
IX.21 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
   • 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
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 wager, 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.

***
Introduction to Management Consulting Practice

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
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:

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics to be covered in the course</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE 1: INTRODUCTION TO COURSE AND OVERVIEW OF GLOBAL AND INDIAN ENERGY LANDSCAPE</strong></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>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.</td>
<td>IEA (2016) Executive Summary: World Energy Outlook  2016. Paris: OECD/ IEA</td>
</tr>
<tr>
<td>2</td>
<td>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.</td>
<td>Chapter 1, Report of the Expert Committee on Integrated Energy Policy, Planning Commission, Government of India, 2007</td>
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<tr>
<td><strong>MODULE 2: KEY TERMS AND CONCEPTS RELVANT FOR ENERGY BUSINESSES</strong></td>
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<tr>
<td>Module</td>
<td>Session</td>
<td>Overview</td>
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<td>3</td>
<td>5</td>
<td>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.</td>
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<td>6</td>
<td>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.</td>
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<td>7</td>
<td>This session will provide insights into downstream oil and gas sector with a particular emphasis on the Indian markets.</td>
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<td>8</td>
<td>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.</td>
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<td>9</td>
<td>This session will focus on large and small hydro projects, and the linkage between energy and water</td>
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<td></td>
<td>4</td>
<td>This session will expose candidates to solar markets, policies, and regulations.</td>
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</table>
| 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. | Case: Cosan: Thinking outside the barrel, HBS, 2010.  
Case: Khosla Ventures: Biofuels Strategy, HBS, 2010 |
| 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. | http://www.europeanclimate.org/documents/nocoal2c.pdf  
| 15 | This session will focus on businesses in waste to energy sector, smart grids, and energy efficiency. | Report of the Task Force on Waste to Energy (Planning Commission): Available from http://planningcommission.nic.in/reports/generp/rep_wte1205.pdf |
| 16 | This session will focus on automobile industry and future of mobility including smart transportation, electric vehicles, hybrid vehicles, and hydrogen vehicles. | Shukla, PR, Dhar, S, Pathak, M, & Bhaskar, K. (2014). Electric Vehicle Scenarios and a Roadmap for India. Published as a part of "Promoting Low Carbon Transport in India" project of UNEP Riso Centre (Denmark) and UNEP Transport Centre (Kenya). New Delhi. |
| **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 various other energy and non-energy applications and businesses. | Case: The US Export-Import Bank and the Three Gorges Dam (A), HBS, 2000 |
| 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.25 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.26 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:

11. The Rationale for Public Private Partnerships.

12. Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT).

13. Issues in Regulation that come about with privatization.
     Chapter 1: The New Paradigm for Network Utilities
     Chapter 2: Crafting Regulation for Privatized Infrastructure

14. Pricing mechanisms available to a regulator to ensure universal access and efficiency.
   - “Optimal Regulation”, Kenneth Train
     Chapter 4: Ramsey Prices
     Chapter 5: Vogensang Finsinger Mechanism
     Chapter 6: Surplus Subsidy Schemes
     Chapter 7: Multi Part Tariffs

15. Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.
   - Competition in India’s Energy Sector, TERI Report, Chapter 3: Competition Issues in India’s Energy Sector.
     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.
     Chapter 1: Network Economics in Telecom
     Chapter 2: Basic Telecom Services in India
     Chapter 3: Cellular Mobile Services: The Indian Success Story
     Chapter 4: Spectrum Management for mobile services in India: A Conundrum
• “Bankruptcy to Billions: How the Indian Railways Transformed itself”, Sudhir Kumar and Shagun Mehrotra
  Chapter 1: Bankruptcy to Billions
  Chapter 2: Political Economy of Reforms
  Chapter 3: The Market
• Competition Issues in Regulated Industries: Case of Indian Transport Sector, Railways and Ports, published Competition Commission of India

16. Granting and negotiating infrastructure concessions to avoid renegotiations at a later date.
• Study on Competition Concerns in Concession Agreements in Infrastructure Sectors, Piyush Joshi and Anuradha R. V, published by the Competition Commission of India.

17. Tendering and Procurement Issues in a Public Private Partnership.
• Public Procurement and the Private Sector, Ajay Pandy, 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

18. Corruption issues in Public Private Partnerships
• 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.

• Handbook of Economic Analysis of Investment Operations, Pedro Belli et al. Operations Policy Department Learning and Leadership Center

• India Infrastructure Report 2009: Land: A critical resource for infrastructure
• “The Economic Approach to Law” Thomas J. Miceli
  Chapter 7: Involuntary transfers and regulation of property
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.

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Text Book Reading</th>
<th>Case Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>M&amp;A Process and Startegic Motives</td>
<td>Chapter: 1</td>
<td>David M. Dodson</td>
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<td>Chapter: 4</td>
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<tr>
<td>2</td>
<td>Target Appraisal</td>
<td>Chapter: 5</td>
<td>Dr. Reddy's Laboratories (A)</td>
</tr>
<tr>
<td>3</td>
<td>Valuation, Pricing and Estimating Swap Ratio</td>
<td>Chapter: 7</td>
<td>Yeats Valves and Controls Inc.</td>
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<td></td>
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<td>Chapter: 8</td>
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<td>Chapter: 9</td>
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<td>4</td>
<td>Estimating Synergy value</td>
<td>Chapter: 10</td>
<td>Vodafone AirTouch Bid for Mannesman</td>
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<td>Chapter: 11</td>
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<td>5</td>
<td>Financial Reporting and Taxation Issues in M&amp;A</td>
<td>Chapter: 12</td>
<td>Accounting for Acquisition at JDS Uniphase Corporation</td>
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<td>6</td>
<td>Strategic vs. Financial Acquisition</td>
<td>The Bid for Bell Canada Enterprise (BCE)</td>
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<td>7</td>
<td>Hostile Takeover Defensive Strategies</td>
<td>Chapter: 3</td>
<td>Fashion Faux Pas Gucci &amp; LVMH</td>
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<td>8 &amp; 9</td>
<td>Stratgeic Issues in Growing Business</td>
<td>Nucor at a Cross Roads</td>
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<td>10 &amp; 11</td>
<td>Managing Consistent Inorganic Growth</td>
<td>Ispat International N.V.: Spinning Steel into Gold</td>
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<td>12</td>
<td>Cross Border M&amp;A</td>
<td>Chapter: 17</td>
<td>Tata Motor's Acquisition of Daewoo Commercial Vehicle Company</td>
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<tr>
<td>13</td>
<td>Managing Post M&amp;A Issues</td>
<td>Chapter: 6</td>
<td>Tata Motor's Integration of Daewoo Commercial Vehicle Company</td>
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<td>14</td>
<td>Factors leading to Value Destroying M&amp;As</td>
<td>Air India vs. Indian Airlines</td>
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<td>15</td>
<td>Joint Venture</td>
<td>Chapter: 14</td>
<td>Fiat’s Strategic Alliance with Tata</td>
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<tr>
<td>16</td>
<td>Buy-Outs</td>
<td>Chapter: 14</td>
<td>Seagate Technology Buyout</td>
</tr>
<tr>
<td>17</td>
<td>Leveraged Buyouts</td>
<td>Chapter: 13</td>
<td>Dupont Corporation: Sale of Performance Coatings</td>
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<td>No.</td>
<td>Topic</td>
<td>Chapter:</td>
<td>Case Study</td>
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<td>18</td>
<td>Spin-Off and Equity Carve Out</td>
<td>16</td>
<td>Canadian Pacific Ltd: Unlocking Shareholder Value in a Conglomerate</td>
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<td>19</td>
<td>Divestitures</td>
<td>16</td>
<td>Newfield Energy</td>
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<tr>
<td>20</td>
<td>Privatising a Public Firm</td>
<td>16</td>
<td>Southeastern Asset Management Challenges</td>
</tr>
</tbody>
</table>
IX.28 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

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
<th>Reading</th>
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<tbody>
<tr>
<td>E)</td>
<td>Key Questions and/or Discussion Points</td>
<td>Readings and Book Chapter</td>
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</tbody>
</table>

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 | To be distributed at the time of course registration |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>What is public policy?</td>
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<td>What is the interface between corporate</td>
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<td>policy and public policy?</td>
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<tr>
<td>Chapter</td>
<td>Topic</td>
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<tr>
<td>2</td>
<td>What are the different approaches to knowledge? Understanding scientific approach</td>
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<td>3</td>
<td>Are humans rational or irrational? Understanding rational choice model</td>
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<td>4</td>
<td>Seeing like a State Understanding the emergence of State</td>
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<tr>
<td><strong>Module II: PUBLIC POLICY PROCESSES AND INSTITUTIONS</strong></td>
<td>The various public policy processes and institutions involved would be covered in this six-session module.</td>
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<tr>
<td>6</td>
<td>Identifying the stakeholders in public policy and understanding the dynamics between them</td>
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<td>7</td>
<td>What is the economic rationale of government? How does external environment impact businesses?</td>
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<td>8</td>
<td>Understanding government structure in India Understanding impact of global policies and governance structure on India</td>
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<td>9</td>
<td>Evolutionary trends in governance and public policy in India 73rd Amendment of the Constitution</td>
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<td>10</td>
<td>Public expenditure and the budgeting process Inter-governmental fiscal relations in India</td>
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<tr>
<td><strong>Module III: PUBLIC POLICY-CORPORATE POLICY INTERFACE</strong></td>
<td>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.</td>
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<tr>
<td>11</td>
<td>Public spending for social sectors Food security in India: PDS and Direct cash-transfer Identifying Opportunities and Challenges for Businesses</td>
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<td>12</td>
<td>Employment &amp; Livelihood: NREGS Education Sector: Literacy for All Identifying Opportunities and Challenges for Businesses</td>
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<td>13</td>
<td>Health and Family Welfare Policies Food Safety and Standards Authority of India (FSSAI)</td>
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<td>Chapter</td>
<td>Policy Area</td>
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<td><strong>14</strong></td>
<td>Public Policy &amp; Political Economy</td>
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<td>Agricultural Sector Policies</td>
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<td>Identifying Opportunities and Challenges for Businesses</td>
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<td><strong>15</strong></td>
<td>Environmental Sector Policies</td>
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<td></td>
<td>Public Policy instruments for environmental management</td>
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<td></td>
<td>Identifying Opportunities and Challenges for Businesses</td>
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<td><strong>16</strong></td>
<td>Energy Policy of India</td>
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<td>Electricity Sector Policies: Electricity for All, JNNSM, Smart Grids Mission</td>
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<td>Identifying Opportunities and Challenges for Businesses</td>
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<td><strong>17</strong></td>
<td>Policies for urbanization and urban areas</td>
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<td>Public Transport, Smart Cities</td>
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<td>Identifying Opportunities and Challenges for Businesses</td>
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<td>Managing Corruption</td>
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<td>E-governance and UID</td>
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<td>Identifying Opportunities and Challenges for Businesses</td>
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<tr>
<td><strong>19-20</strong></td>
<td>Policy Assessment</td>
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<td>Group Project Presentations</td>
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Each class is of 90 minutes duration.
IX.29 RESOURCE-BASED STRATEGY

Course objectives

This course deals with resources in firm and their impact on firms’ strategies. The firms’ management has the important tasks for identifying, developing and deploying key resources to maximize stakeholders’ value. Thus an understanding of the types and characteristics of resources and their acquisition, retention and development for sustainable competitive advantage are the purpose of the present course. The course will enable the students to apply the functional area skills acquired from various courses while handling strategic management issues. Specifically, the course will help:

- To understand the types and characteristics of resources associated with the organization
- To learn the methods for assessing the resource needs of the organization; and
- To understand the process of resource acquisition, retention and development

SESSION WISE TOPICS AND CASES

I. Introduction
1. Strategy and resources: an introduction
2. Resource based theory- views and counterviews
3. Identification and categorization of resources

II. Key Resources
4. Capabilities in managing operations and technology
5. Customer related resources
6. Culture and identify of the firm
7. Human resources
8. Knowledge management systems and processes
9. Innovation capability
10. Capability to capture value from innovation

III. Resources in corporate strategy
11. Corporate strategy- managing growth- stretch and leverage
12. Diversification, scope, synergy and parenting
13. M&A capabilities
14. Alliance management capabilities

IV. Managing change
15. Dynamic capabilities
16. History and path dependencies in firm responsiveness.
17. Building Organizational Ambidexterity
18. Integration of resources
19. Presentations
20. Presentations
IX.30 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):

Class 1: Strategy introduction - Revisiting Strategic Management from the Core course
Class 2: Strategy: Visioning
Class 3: Strategy and Fit: Case study
Class 4 and 5: Introduction to Capstone-Round1
Class 6 and 7: Introduction to Capstone-Round2
Class 8: Introduction to Capstone-Round3
Class 9: 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)
Class 20: Presentations by students
IX.31 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.32 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.33 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.34 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)
   • 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
IX.35 TRANSFORMATION FOR SUSTAINABLE SUPERIOR PERFORMANCE

[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 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.

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<tr>
<th>(Tentative) Session</th>
<th>Topic(s)</th>
<th>Reading</th>
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<tr>
<td>1.</td>
<td>Prerequisite Organizational Stability, Inertia and Change</td>
<td>NA</td>
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<td>4.</td>
<td>Case # 1</td>
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<td>7.</td>
<td>Implementing Strategic Changes • Frame Bending Model</td>
<td>Nadler &amp; Tushman (1989)</td>
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<td>16</td>
<td>Reflections/Case # 10</td>
<td>TBA</td>
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- **10.** Kotter’s 8 point Model
- **11.** Improvisational Model
- **12.** Implementing Strategic Changes
- **13.** The Change Agents
- **14.** The Change Agents
- **15.** The Change Agents
- **16.** The Change Agents
- **17.** The Change Agents
- **18.** The Change Agents
- **19.** The Change Agents
- **20.** The Change Agents

- **Spector (1989)**
- **Young & Post (1993)**
- **Kanter (1999)**
- **Chakravarthy & Lorang (2008)**
- **Meyerson (2001)**
- **Rogers, Holland & Haas (2002)**
- **Strebel (1996)**
- **Mishra et al. (1998)**

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