

Minutes of the Board of Studies Meeting
 Department of Business & Sustainability
 TERI School of Advanced Studies

Dated (email): July 3, 2020

Mode: Online through email

Members:

Prof. Madhu Vij
 Prof. Vivek Suneja
 Prof. Manipadma Datta
 Dr. Jaya Vasudevan
 Dr. Shruti Rana Sharma
 Dr. Montu Bose

Agenda:

Following documents are shared with the committee members for their approval -

1. MBA updated Course Outline;
2. PhD programme outline for the Department of Business & Sustainability;
3. Programme specific outcome for MBA(BS) & MBA(Infrastructure);
4. Major Project & Minor Project course outline for MBA(BS) and MBA(Infrastructure).

Minutes:

Agenda #1: Following courses have been shared with the BoS members. Members have reviewed and approved the courses. The courses are available in the annexure-1.

Programme	Course Code	Course Title	Semester	Credit	Type	Annexure #
MBA (Sustainability Management)	MPP 163	Principles and Concepts of Sustainability	1	2	Core	1
	PPM 101	Business communications	1	3	Core	1
	PPM 128	Corporate Accounting and Reporting	1	3	Core	1
	PPM 148	Managerial Economics	1	3	Core	1
	PPM 196	Marketing Management	1	3	Core	1
	PPM 157	Business Ethics	1	2	Core	1
	BSI 125	Accounting and Finance for Sustainability	3	3	Core	1
	PPM 109	Business to Business Marketing	3	2	Elective	1
	PPM 123	Derivatives and Risk Management	3	2	Elective	1
	PPM 125	Financial Intermediaries, Institutions and Regulations	3	2	Elective	1

	PPM 126	Security Analysis & Portfolio Management	3	2	Elective	1
	PPM 191	International Financial Management	3	2	Elective	1
	PPM 195	Brand Management	3	2	Elective	1

Programme	Course Code	Course Title	Semester	Credit	Type	Annexure #
MBA (IM)	BSI 156	Project Planning and Management	2	2	Core	1
	BSI 181	Bidding System Management	2	1	Core	1

Agenda #2: PhD programme outline has been reviewed and approved by all the BoS members. The outline is available in annexure-2.

Agenda #3: Programme specific outcome of MBA programmes have been approved by the BoS members. The programme specific outcome of the programmes are as follows –

Program Specific Outcome (MBA Business Sustainability):

At the end of pursuing the MBA (Business Sustainability) program the students are expected achieve the following -

- Ability to formulate, evaluate and implement crucial business strategies with core facets of Finance, Marketing and Sustainability;
- Competence to make ethical business decisions with social and environmental consciousness;
- Leadership and teamwork mastery of problem solving in a resource-sensitive world amid increasing competition;
- Training in tools, techniques, and frameworks for developing critical thinking & communication skills;
- Develop expertise to recognize the need, challenges and ways to approach for sustainable businesses through resource optimization without compromising on profitability and competitiveness;
- Gain hands-on experience in applying business, economic, management, legal and sustainability concepts & practice along training in quantitative and qualitative methods of research.

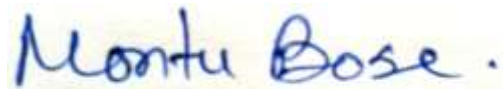
Programme specific outcome (MBA Infrastructure):

At the end of pursuing the MBA (Infrastructure) program the students are expected to:

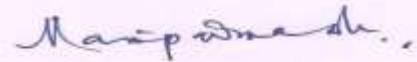
- Gain in-depth knowledge of the functional areas of Infrastructure Management domain;

- Acquire expertise to apply management techniques in the infrastructure sector to lead in a resource-sensitive world amid increasing competition and sustainability concerns;
- Develop key analytical skills in identification and resolution of issues pertaining to the regulation and management of infrastructure regime;
- Evolve sustainable domain perspectives for the purpose of planning, implementation, and control of businesses in the infrastructure sector;
- Develop and apply skills of quantitative and qualitative research for practical evaluation of major policy issues through industry exposures and field visits;
- Accustom to the global perspective towards sustainable business practices in the area of Infrastructure Management;

Agenda #4: The major and minor project course outline of the MBA programmes have been reviewed and approved by the BoS members. The course outlines are available in annexure-3.



Secretary, Board of Studies
Programme Coordinator, MBA Programmes
Department of Business & Sustainability



Chairman, Board of Studies
Department of Business & Sustainability

Annexure-1

Course title: Accounting and Finance for Sustainability				
Course code: BSI 125	No. of credits: 3	L-T-P distribution: 33-09-00	Learning hours: 42	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):		Course instructor (s):		
Contact details:				
Course type	Core	Course offered in: Semester III		
Course Description				
<p>The course intends to expose the learners to the emerging world of sustainability-centered accounting and finance. The field is emerging. There are many challenges to standardize the practices. Different experiments and research are on. So, it's a felt need of importance that the budding managers develop a clear perspective to actively contribute to the evolving process of newer paradigm.</p>				
Course Objectives				
<p>In the context of the above course description, the objectives are to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of economic concepts and principles in climate and sustainable finance; • Expose learners to the emerging challenges of sustainable and ESG finance and develop the right kind of attitude to address them; • Sensitise learners on the glaring funding gaps in global climate and sustainable finance and the efficacy of market-based instruments to generate finance; • Explain the role of different actors in climate and sustainable finance, including central banks, financial supervisory authorities, national and multilateral development banks, corporate banks, and institutional investors; • Understand and analyze the potential risks and opportunities of environmental trends for financial markets, with a particular emphasis on climate risks; • Explain the range of financial policy instruments and initiatives and their potential with regard to integrating climate change and sustainability into financial policy and supervisory frameworks 				
Course content				
PART I				
Module	Topic	L	T	P
1.	Introduction: <ul style="list-style-type: none"> a. Changing paradigm of corporate finance and accounting; b. Integrating sustainability into business; c. Triple Bottom Line (TBL) and its relationship with Finance and Accounting; d. Emerging Challenges and opportunities. 	2	0	0
PART II				
2.	Measuring sustainability: the macro level indicators: <ul style="list-style-type: none"> a. Green national accounting; b. Genuine savings; c. System of Environmental-Economic Accounting (SEEA). 	3	1	0
3.	Measuring sustainability: the firm level indicators <ul style="list-style-type: none"> ○ Green/Environmental Profit & Loss Account ○ Green/Environmental Balance Sheet. 	2	1	0

4.	Life Cycle Cost Analysis (LCA) and Full Cost Accounting (FCA) a. Acquisition costs versus Life Cycle costs b. Measurement techniques.	2	1	0
5.	Activity Based Cost Management (ABCM): a. Activity identification b. Cost Centers vs. Cost Drivers; c. Activity Based Cost Measurement (ABCM).	1	1	0
6.	Integrated Reporting a. Economic and environmental reporting; b. Integrating process; c. Sustainable Reporting Standards	3	0	0
7.	Firm level performance analysis a. Financial vs. Non-Financial: Integration b. Challenges to developing appropriate benchmarks; c. Case studies.	1	2	0
PART III				
8.	Sustainability issues: Impact on Business and Economy a. Sizing climate economy b. Sustainability: Economic, Environmental and Social Factors (EES) c. Value creation and EES variables d. Sustainable value added (SVA): Measurement & Estimation e. Environmental liabilities: Identification and Reduction	3	1	0
9.	Responsible Investments: a. Responsible Investment Principles as defined by the UN(UNPRI); b. Approaches and forms; c. Stockholders' value max vs. stakeholders' value max; d. Stakeholders' activism; e. Valuation approaches. f. Concept of shared value and value chain analysis; g. Behavioral aspects.	3	1	0
10.	Sustainability Risk Management a. Risks and return relationship p: the changing scenario; b. Capital budgeting decisions and sustainability risks; c. Risk Management approaches d. Developing proper risk reporting mechanism	2	1	0
11.	Hedging Sustainability risks a. Hedging sustainability risks through market instruments; b. Weather derivatives; c. Energy derivatives.	2	0	0
12.	Investment market and sustainability factors: a. Sustainable portfolios; b. Role of fund managers; c. Investment bankers and sustainability issues.	2	0	0

13	Market Indices and Sustainability Issues d. Basis and Construction mechanisms of such indices; e. Major green marketing dices in the world; f. Indian position and a global comparison.	2	0	0
14	Financing sustainability g. Kyoto Protocol and CDM; h. Carbon Financing; i. Carbon credit and emission trading; j. Other market based instruments-green bonds, social impact bonds and the like. k. Historic Climate (Green) Deal (22.04.2016 at UN)	3	0	0
PART IV				
15	Policy and Regulatory issues l. An overview of the policy issues in India and the globe; m. Role of an appropriate regulatory framework; n. G20 and global growth through Green Finance.	2	0	0
Evaluation criteria				
<ul style="list-style-type: none"> ▪ Test 1: Assignment/Presentation 20% ▪ Test 2: Term paper based on preparing a case study 20% ▪ Test 3: Written 30% ▪ Test 4: Written 30% 				
Learning Outcomes				
<p>After successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Comprehend the critical issues involved in accounting for sustainability and sustainable development (Modules #1 and #2). • Innovate and use the tools and techniques for developing an accounting framework for sustainability factors in the organization. (Modules #3, #4 and #5). • Develop a functional framework for reporting and disclosing sustainability activities. (Module #6). • Acquire skills for firm level performance analysis. (Module #7) • Develop a complete understanding of sustainable financing market systems, the tools and instruments used for financing sustainable development. (Module #8) • Have an in-depth knowledge on the challenges pertaining to sustainable and ESG financing and the role of several stakeholders including central banks, financial supervisory authorities, national and multilateral development banks, corporate banks, and institutional investors to fund sustainable development efforts. (Modules #9. #10) • Develop a thorough understanding on the nature of risks associated with sustainable financing and some of the accounting tools to address such risks. (Module #11, #12) • Have a thorough understanding of the international conventions of climate sensitive investments (Module # 13, #14). • Develop a fair understanding of the policy perspectives of responsible investment and finance. (Module #15) 				
Pedagogical approach				
The course will be delivered through lectures and discussion of case studies, research papers and articles.				

Course Materials**Books**

1. Unerman, J, Bebington, J and O'Dwyer, B. Sustainable Accounting and Accountability, Routledge, London and New York, 2010.
2. Wells, G. Sustainable Business: theory and practice of business under sustainability, Elgar, Cheltenham, UK, 2013.
3. Cherneva, Iveta (ed.). The Business Case for Sustainable Finance, Routledge, London and New York, 2012.
4. Bhattacharya, RN (ed.). Environmental Economics-an Indian Perspective, OUP, New Delhi, 2001.

Occasional materials and hand-outs as delivered by the faculty member.**Reports and Other References**

1. UNEP. Fiduciary Responsibility: Legal and practical's pacts f integrating environmental, social and governance issues into institutional investment. USA. 2009.
2. MSCI. Understanding MSCI ESG Indexes: Methodologies, facts and figures. UK 2019.
3. Climate Bonds Initiative. ASEAN Green Financial Instruments Guide. Thailand. 2019
4. Climate Bonds Initiative. Bonds and Climate Change the State of The Market. USA. 2018.
5. Reports by Consulting Organizations such as KPMG, PwC, Deloitte, E&Y etc.

Web sources

Sustainable stock exchange initiative. <https://sseinitiative.org/>

S&P BSE Greenex. <https://www.asiaindex.co.in/indices/equity/sp-bse-greenex>

S&P BSE Carbonex. <https://www.asiaindex.co.in/indices/equity/sp-bse-carbonex>

National Stock Exchange. https://www1.nseindia.com/products/content/equities/indices/thematic_indices.htm

World Federation of Exchanges. <https://www.world-exchanges.org/>

Shifting and Mobilizing Finance for Sustainability. <https://www.wri.org/our-work/topics/finance>

Additional information (if any):

Student responsibilities: This is more an open-ended course. The students are required to focus on research-based learning.

Prepared by: Prof. Manipadma Datta

Reviewers:

Prof. Madhu Vij, FMS, DU

Prof. B. Banerjee, CU.

Course title: Project Planning and Management				
Course code: BSI 156	No. of credits: 2	L-T-P distribution: 20-08-0	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):			Course instructor (s):	
Contact details:				
Course type	Core	Course offered in: Semester 1		
Course description				
<p>The objective of this course is to make the students familiar with the entire life cycle of projects, Planning, Execution and Operation. This would help students prepare themselves for the working in various projects right from conceptualization to delivery. It would help optimize usage of country's resources on various projects, especially in infrastructure domain.</p> <p>This course guides students through fundamental project management concepts and behavioral skills needed to success-fully launch, lead, and realize benefits from projects in profit and nonprofit organizations. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through lectures and class exercises. Special attention is given to explain the concepts based on the past experiences of the instructor. It emphasizes that project management is a professional discipline with its own tools, body of knowledge, and skills.</p>				
Course objectives				
<ul style="list-style-type: none"> • Understand project management design, development, and deployment • Use project management tools, techniques, and skills • Employ strategies to address the ubiquitous issue of resistance to change • Align critical resources for effective project implementation • Understand the implications, challenges, and opportunities of organizational dynamics in project management • Identify and use key performance metrics for project success • Understand how to manage project cost, quality, and delivery • Engage and lead effective project management teams in your organization • Impart project management knowledge, tools, and processes to your colleagues • Recognize and mitigate the early seeds of failure in the project life cycle 				
Course content				
Module	Topic	L	T	P
1.	Introduction: Definition of projects, Concept of Project Life Cycle: Application in real life, Need for Planning	2	0	0
2.	Planning Stage: Planning needs of different projects, Objectives, Idea generation to fulfill these objectives, Scoping the boundaries,	2	0	0
3.	Stakeholder Management: Project owners, regulators, executors, line-managers, suppliers, financiers/lenders, users and Project Affected People, Role of each stake holder and interactions amongst them; Contracts and their importance for such interactions.	3	3	0
4.	Work Breakdown Structure, Project costing, and budgeting, scheduling, selection of stakeholders, structuring, assigning and managing them to plan for smooth execution of projects.	2	0	0
5.	Execution Stage: Sequencing activities and mobilizing relevant stakeholders, Project management consultants, Bringing all the stakeholders together, contracting and awarding work packages. Resource management	2	0	0

6.	Execution and control–Network techniques, CPM v/s PERT, Project performance appraisal, Monitoring and controlling; Variance Analysis; Earned Value Analysis including schedule project and corrective actions. Time over-run issues and associated penalties/rewards	3	3	0
7.	Cost, Quality and Dispute Control mechanism, Arbitration and legal recourse, Quality management system, Activity based costing etc. Cost over-run and necessary control mechanism	2	2	0
8.	Operation Stage: Project completion audit. Objectives: targeted v/s achieved. Learning for future projects.	2	0	0
9.	Application of technology enablers i.e. ERP, use of project planning, management and evaluation software's	2	0	0
	Total	20	8	0

Evaluation criteria

- Test 1: Written Test 25%
- Test 2: Class exercise 15% (Practical live examples solved in class)
Identification of a project live or hypothetical and carry out PM related SOP's, time schedule development, cost management plan, HR, procurement and close out stages.
Question / answer sessions on the same project
- Test 3: Presentation 20% (Topic based presentation submitting the hard as well soft copy)
- Test 4: Written test 40%

Learning Outcome

After the course, the students will be able to

- Develop, plan, implement and monitor projects.
- Handle the group dynamics that remain crucial for a successful project implementation.
- Management effectively the techno-legal factors involved in projects.
- Develop skills to work for goal congruence with reference to overall organizational key objectives.

Pedagogical approach

The course will be delivered through lectures and discussion of case studies, research papers and articles.

Materials

Suggested readings:

1. Prasanna Chandra (2011). Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill
2. Lewis, James (2002). Fundamentals of Project Management, 2nd ed., American Management Association. ISBN 0-8144-7132-3.
3. Project Management Institute (2003). A Guide to the Project Management Body of Knowledge (PMBOK), 3rd ed., Project Management Institute. ISBN 1-930699-45-X.
4. Berkun, Scott (2005). Art of Project Management. Cambridge, MA: O'Reilly Media. ISBN 0-596-00786-8.
5. Comminos D &, Frigenti E (2002). The Practice of Project Management - a guide to the business-focused approach. Kogan Page. ISBN 0-7494-3694-8
6. Finnerty (2012). Project Financing, John Wiely and Sons
7. Meredith, Jack R. and Mantel, Samuel J. (2002). Project Management: A Managerial Approach, 5th ed., Wiley. ISBN 0-471-07323-7.

Journals

1. Project Management Journal
2. International Journal of Project Management

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline etc.

Prepared by:

Mr. Subodh Jain & Montu Bose

Course reviewers:

1. Sh. Ritesh Viz, Founder VLE Consultant LLP
2. Sh. K Mal, Retd Principle Chief Engineer, Indian Railway

Course title: Bidding System Management				
Course code: BSI 181	No. of credits: 1	L-T-P distribution: 14-0-0	Learning hours: 14	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):			Course instructor (s):	
Contact details:				
Course type	Core	Course offered in: Semester 2		
Course description				
The course is divided into eight modules. Planning for infrastructure projects is a multi-stage process and bidding is an important as well as a challenging stage in this process. This course is designed to apprise students of the complete bidding management system. The course would help them to understand various aspects of bidding management including legislative and regulatory framework for procuring projects, planning for inviting bids, standard bidding, documentation as well as evaluation and final acceptance.				
Course objectives				
<input type="checkbox"/> To help students learn the procedures as well as practices of bidding process for infrastructure projects. <input type="checkbox"/> To make the students understand institutional and legislative framework for bidding management in the Indian context. <input type="checkbox"/> To ensure that the students become aware of and capable of handling problems encountered in bidding management. <input type="checkbox"/> To make the bid plan, document and carry out post tender activities <input type="checkbox"/> To carry out successful negotiations <input type="checkbox"/> To know international standards like FIDIC etc.				
Course content				
Module	Topic	L	T	P
1.	Module 1: Need for a robust bidding system Infrastructure projects in India: sources of finance, parliamentary control; International infrastructure projects: mechanisms, procedures, principles Legislative and institutional framework in Indian context for procuring infrastructure projects; transparency in public procurement	2	0	0
2.	Module 2: Infrastructure projects– packets of uncertainties Factors contributing to high uncertainty: large scope, myriad of stakeholders resulting in social and geographical dislocations of populations, long lead/gestation, negative surprises including natural disasters; Government rules, procedures and legislative framework for dealing with the same;	1	0	0
3.	Module3: Planning for inviting bids (key driver for on –time project implementation) Planning from drawing board to commissioning: land acquisition, mining, forest, environmental clearances, scanning the market for possible companies with relevant experience, skills and resources for the work/project; differences between state level and union level of bidding.	1	0	0

4.	Module 4: Standard bidding documents and some essential ingredients International best practices; International Federation of Consulting Engineers (FIDIC); Introduction to drawing standard bidding documents; eligibility requirements; qualifying criteria; preparation of bidding document; definitions and interpretations; scope of project; obligations of contractors; obligations of authority; representations and warranties of contractor and authority; performance security; right of way; design and construction of project–design and drawings; utilities / roads/trees and new utilities; quality assurance, monitoring and supervision; completion certificate; change of scope; defect liability; financial covenants– contract price, advance payment; form of bank guarantee; stage payment, procedure for estimating payment for works, payment for damages, final payment certificate; price variation clauses; change of law; General Conditions of Contract; special Conditions of Contract; mechanism for resolution of disputes; legal vetting of draft contract documents etc.	2	0	0
5.	Module 5: Invitation of Expressions of Interest Advertising - expression of interest and publishing draft bid documents for interested bidders; joint site visits, geological and other technical data visage technical date, meteorological specifics, flood date etc; Prebid conference, interacting with bidders and addressing of their concerns / anxieties. Due consideration of points raised and issue of suitable amendments /corrigenda. Empirical price variation clauses, etc.	2	0	0
6.	Module 6: Invitation of bids Notice inviting tenders/bids in newspapers, websites, emails; sufficient time to bidders; Earnest money- amount &forms in which accepted; Opening of tenders- Public opening; Tender Opening Committee; Attendance of persons attending bid opening, Single packet vs double packet systems.	2	0	0
7.	Module 7: Evaluation of bids – technical bids and price bids Nominations of Bid / Tender Evaluation Committee; Members to declare conflict of interests - if any; Free and fair evaluation; Verification of credentials of bidders; Non-material nonconformities and material nonconformities; List of qualified bids; Opening of 2nd packet - price bid; Advance notice to bidders; Date, time, venue; Public opening of bids by nominated bid opening committee; Evaluation of lowest bid by bid evaluation committee; Discussions of Reasonableness of rates; selection of L1 bid; Selection of lowest bid; non L1 acceptance criteria.	2	0	0
8.	Module 8: Acceptance of bid– signing of contract agreement Letter of acceptance (LOA); Contract agreement; Signing of contract-formats, Mobilization and other Advances; Publishing on internet; Right to Information Act.	2	0	0
	Total	14	0	0
Evaluation Criterion Test 1: Quizzes /Assignments – 40% Test 2: Written 60%				
Learning Outcome After the course, the students will learn to <ul style="list-style-type: none"> • Develop expertise to select proper choice criteria for selecting right vendors. • Acquire the skills for proper price discovery. 				

<ul style="list-style-type: none"> • Ability to efficiently manage the bidding system and customize it for the organization.
<p>Pedagogical approach A combination of class-room interactions and assignments with special emphasis on case studies and real-life examples.</p>
<p>Materials</p> <ol style="list-style-type: none"> 1. Lister Lee. FastTrack Bid Management – The bid manager’s handbook. Biz Guru Ltd; 2nd Updated edition. 2010. 2. Nickson D. The Bid Manager’s Handbook. Routledge; 1st edition. 2016.
<p>Additional information (if any)</p>
<p>Student responsibilities Attendance, feedback, discipline, guest faculty etc.</p>

Prepared by: Mr. Subodh Jain & Montu Bose

Course reviewers:

1. Sh. Ritesh Viz , Founder , VLE Consultant LLP
2. Sh . K Mal , Retd Principal Chief Engineer , Indian Railway

Course title: Principles and Concepts of Sustainability				
Course code: MPP 163	No. of credits: 2	L-T-P distribution: 20-08-00	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business & Sustainability				
Course coordinator(s):		Course instructor(s):		
Contact details:				
Course type: Core		Course offered in: Semester I		
Course description The economic development and globalization have increased the production and consumption of the economics of the world over time. However, various economic and production and/or consumption activities are adversely impacting the environment and the society. Naturally, several questions are arising against the business community and its role in environmental sustainability and duties for the society. Given the environmental and sustainability related challenges and issues faced by the business and the economies, understanding the concept of sustainability and practicing the concepts in real life is primarily important for every firm, organizations and communities. In addition to the basic understanding of the issues, employee with the ability to critically analyse different aspects of sustainability in production and consumption and the relation between sustainability and development is critically important. This course would try to discuss and sensitize students for various sustainability issues in business.				
Course objectives 1. To build an inter-disciplinary perspective on business sustainability. 2. To enable students to discuss the concept of sustainability and be able to see how it translates into realities of organizations and communities. 3. To empower students to critically analyse different, often competing, definitions of sustainability driven by perspectives and interests of societal stakeholders. 4. It will help students understand the different challenges to sustainability, the role of business in addressing these challenges.				
Course contents				
Module	Topic	L	T	P
1	Sustainable development – evolution, approaches, interpretations The students are requested to prepare and conduct two debate on the importance of environmental/social aspects of SD and on probabilities of various world scenarios	3	1	0
2	What drives business – issues and trends What drives business; Social Role; Philanthropy; Corporate Social Responsibility; Creating Shared Values; Triple bottom line; Critical review of Bottom of the Pyramid concept	2	1	0
3	Is the business of business, is business? Through the group discussion and presentation, the students are requested to explore various forms of “corporations of the future”. They will also work with analysis of a case of sustainable enterprise.	4	1	0
4	Business (corporate) sustainability The students are introduced to analyze a case relevant for understanding of stakeholder engagement and communication (Disney case)	3	1	0
5	Sustainable Production and Consumption In addition to the discussion, the students will work with the study case of Rio Tinto focusing on the company’s strategy in biodiversity and ecosystem serve	4	2	0

6	Corporate Social Responsibility The students will be requested to organize a debate on the role of CSR in the progress towards SD	2	1	0
7	Pro-poor development the students will work with developing principles of business engagement with poor communities	2	1	0
Total		20	8	0
Evaluation Criterion:				
Test 1: Group Presentation -		50 %		
Test 2: Individual Presentation on a given topic -		20 %		
Test 3: Individual Assignment - Essay / Reaction Paper in 1000 words -		30%		
Learning Outcome:				
On successful completion of the course, the students would be able to -				
<ul style="list-style-type: none"> • Understand and internalize the concept of sustainability and to ensure the concept pervades through the layers of organization. • Critically analyze different, often competing, definitions of sustainability driven by perspectives and interests of societal stakeholders. • Become familiar with the sustainability visions and practices relevant for the business community at the level of companies, supply chain, communities. 				
References:				
Dresner S. (2002) The Principles of Sustainability, Earthscan, London.				
Robertson M. (2017) Sustainability Principles and Practice, Routledge, London & NY.				
Materials:				
Vanegas JA (2003) Road Map & Principles for Built Environment Sustainability, Environmental Science & Technology, Vol.37(23), pp. 5363-72.				
Lindsey TC. (2011) Sustainable Principles: Common Values for Achieving Sustainability, Journal of Cleaner Production, Vol.19(5), pp. 561-65.				
Additional Information:				
Student Responsibility:				

Prepared by: Dr. Zanaida Fadeeva & Montu Bose

Course Reviewers:

Dr. Mala N. Reddy, IIM Kozhikode (Visiting Faculty) & former faculty of TERI SAS

Dr. Santosh Pandey, Cofounder, Nihilent Technologies

Course Title: Business communication						
Course code: PPM 101	No. of credits: 3	L-T-P distribution: 42-00-00	Learning hours: 42			
Pre-requisite course code and title (if any):						
Department: Department of Business & Sustainability						
Course coordinator(s):		Course instructor(s):				
Contact details:						
Course type: Core		Course offered: Semester I				
Course description						
<p>The ability to communicate is an essential skill. This course introduces the fundamental principles of business communication and provides the opportunity to distinguish between business communication and personal/social communication.</p> <p>It prepares students to communicate effectively in a trans-national, globalized business environment. It introduces students to the basic formats and principles of business communication as well as strategies and abilities to adapt to different circumstances in business situations.</p> <p>It covers communication structures briefly and introduces students to the ever more important area of cross-cultural communication. The course is designed to impart a basic understanding of written business communication, including letters, reports, presentations and email and valuable insights into listening and non-verbal communication.</p> <p>Every skill gained from this course will aid the learners in developing complete confidence to communicate professionally with different audiences.</p>						
Course objectives						
<p>The course is <i>not</i> intended to teach the basics of the English language and assumes that students will have a good understanding of the English language.</p> <p>The course aims to:</p> <ul style="list-style-type: none"> * Enable students to develop new perspectives and equip themselves to meet the demands of a fast-changing world where technology and globalization and other forces have dramatically changed the practice of business communication in recent years * Enhance proficiency and competencies in verbal and non-verbal communication skills with a holistic long-term perspective * Guide the participants to manage cross cultural communication * Develop technical communication skills * Address contemporary skills, issues and concepts * Familiarize the students with the major digital media formats available for business messages * Develop the ability to write press releases and understand how PR bridges the gap between an organization and its clients 						
Module	Topic			L	T	P
1	Module 1: Business Communication principles (a) The Communication Mode (b) The elements of good written communication, including spelling check and grammar (c) Purpose, audience, organization, tone and their role in communication. Class exercises			3		
2	Module 2: Order of content (a) "Pyramid" organization of Material (b) Clarity and conciseness (c) Action statements Class exercises			3		

3	Module 3: Introduction to Managerial Communication; Communication Models (a) Leadership communication (b) Emotional intelligence and cultural literacy (c) Cross cultural skills Self - evaluation and analysis	3		
4	Module 4: Interpersonal communication; Body Language; Persuasion (a) Interpersonal skills (b) Positive ethos Self - evaluation and analysis	3		
5	Module 5: Organizational Managerial Communication (a) Structured and unstructured communication (b) High structure communication (c) Low structure communication Case study	3		
6	Module 6: Communication and Cultural Context – Communication in High and Low Cultural Contexts (a) High and Low context cultures (b) The importance of understanding cross cultural business Communication Case study	3		
7	Module 7: Managing cross cultural communications (a) Language, value systems, perceptions, philosophies (b) Time and space (c) Fate and personal responsibility (d) Face and Face - Saving (e) Non - verbal communication Case study	3		
8	Module 8: Technical Communication I – Writing Effective Business Proposals, Business Letters and Memos (a) Clarity (b) Conciseness (c) Etiquette Class exercises	3		
9	Module 9: Technical Communication II – Planning and producing Effective Business Reports (a) Context (b) Structure (c) Audience Class exercises and quiz	3		
10	Module 10: Technical Communication III – Creating Written Presentations (a) PowerPoint and other tools (b) Colour – relation to topic – relation to audience – Human factors (c) Appropriate text and fonts (d) Effective use of images – when and when not to use images Quiz and individual presentations	3		

11	Module 11: Technical Communication IV – Making Effective Oral Presentations (a) Public speaking (b) Clarity (c) Voice control (d) Eye contact (e) Use of humor Quiz and individual short speeches	3		
12	Module 12: The Media and other tools of communication (a) Role of Media (b) Making effective use of the media (c) Public relations (d) The War - book Class exercises	3		
13	Module 13: E- Communication (a) New modes of communication (b) E mail etiquette (c) When chat is an appropriate tool for communication (d) Blogs and other modes of self – expression as tools of business communication Quiz and class exercises	3		
14	Module 14: Negotiation - A Communication focus (a) Listening Skills – the importance of being a good listener (b) Building rapport (c) Facilitation (d) Consensus building Self - evaluation and quiz	3		
Total		42	0	0

Evaluation Criteria The evaluation process will be as follows: Test I 20% (Examination on Modules 1,2,3) Test II 30% (Examination on Modules 4,5,6,7) Test III 50% (Examination on full course)				
Learning outcomes After the course, the students will be able to 1. Communicate with more clarity that would facilitate the organizational work process. 2. Break the barriers and help in the process of earning greater commitment among stakeholders to goal achievement. 3. Handle all sorts of organizational communications, within and beyond. 4. Demonstrate cross - cultural skills in a trans-national business environment				
Pedagogical Tool: <ul style="list-style-type: none"> • Lectures • Illustrative cases and case discussions • Assignments 				
Suggested Readings 1. Munter, Mary. <i>Guide to Managerial Communication</i> . 7th ed. Upper Saddle River, NJ: Prentice Hall, 2005. ISBN: 0131467042. 2. Harvey, Gordon. <i>Writing with Sources: A Guide for Students</i> . Indianapolis, IN: Hackett Publishing, 1998. ISBN: 0872204340. 3. Williams, Joseph. <i>Style: Toward Clarity and Grace</i> . Chicago, IL: University of Chicago Press, 1995. ISBN: 0226899152. 4. Kessler, Lauren, and Duncan McDonald. <i>When Words Collide: A Media Writer's Guide to Grammar and Style</i> . Belmont, CA: Wadsworth Publishing, 1999. ISBN:0534561330.				

5. Zelazny, Gene. *Say It with Charts: The Executives Guide to Visual Communication*. New York, NY: McGraw-Hill, 2001. ISBN:007136997X.
6. Brent, Douglas. "Indirect Structure and Reader Response." *The Journal of Business Communication* 22, no.2 (Spring 1985):5-8.
7. Daly, John, and Isa Engleberg. "Coping with Stagefright." *Harvard Management Communication Letter* 2, no. 6 (June 1999):1-4.
8. "Handling Q&A: The Five Kinds of Listening." *Harvard Communications Update* (February 1999):6-7.
9. Von Hoffman, Constantine. "Getting the Most from Presentation Software." *Harvard Management Communication Letter* 2, no. 6 (June 1999):7-8

Prepared by: Mr. Vinay Sharma & Montu Bose

Course Reviewer:

1. Dr. Runa Sarkar, IIT Kanpur
2. Prof. Asha Kaul, IIM Ahmedabad

Course title: Business to Business Marketing				
Course code: PPM 109	No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):			Course instructor (s):	
Contact details:				
Course type	Elective	Course offered in: 3 rd Semester		
Course description				
<p>The importance of B2B marketing is increasing in India day by day, as the economy is growing and the government is focusing more on manufacturing sector. In any value-chain, all the upstream companies are engaged in B2B relationship. Businesses selling to other businesses constitute the majority of the transactions in the real life since apart from the final transaction (which is the only business to consumer dealing), rest all are business-to-business transactions in any value chain. Also, the B2B revenue is a significant contributor to the sales of any organization today; right from totally industrial product / services companies on one end to even the totally consumer goods companies on the other. Most of the marketing subjects taught in B-schools are designed from a consumer marketing perspective. Thus the students' assumptions about business-to-business marketing are often based on their familiarity with consumer marketing. Hence, for any student who wants to understand all the dimensions of marketing, this course is very important.</p>				
Course objectives				
<p>This course has been designed to impart to the students, the points of comparisons and departures between B2C and B2B fields in order to clarify how the principles of marketing are the same but there are distinguishing characteristics of B2B practices. The specific learning objectives are:</p> <ul style="list-style-type: none"> • To appreciate the concepts of B2B Marketing • To understand the difference between B2B markets and consumer markets • To understand the growing complexity of business transactions and integration of technology in B2B Marketing practices • To understand the purchasing orientations of various customer firms • To become aware of various technological B2B platforms available on the internet and how the firms can leverage them 				
Course content				
Module	Topic	L	T	P
1.	Course overview, Introduction to Business Marketing, Article in class Discussion: The Invisible Hand of Business Marketing	2	0	0
2.	Guiding principles in B2B marketing, Comparisons and contrast between B2B and B2C marketing. Industrial and institutional products and services, B2B selling in consumer good companies, e-based B2B services, Business Networks and Alliances Article for presentation from HBR: What is Industrial marketing	2	0	0
3.	<i>Crafting B2B Marketing Strategy</i> Article for presentation: Business Mktg in India Case Study for assignment: Derrick's Ice Cream	2	0	0

Organizational Buying & Marketing strategies				
4.	<i>Firms as customers, Organizational Buyers' Decision Process, Role of various influencers</i> Article for presentation: Take the Qualified Lead	3	0	0
5.	Assessing business markets, Segmentation, Targeting & Positioning in Business markets Discussion in class: Panasonic Case 6 Elements of a winning B2B Brand Strategy	3	0	0
6.	Branding in B2B, Innovation, Customization Article for presentation: The dynamics of B2B Marketing	3	0	0
7.	Pricing in B2B marketing, creating customer value Case discussion in class: Computron Inc.	3	0	0
8	Business Channel management, E-comm in B2B, Technology Platforms Article for presentation: How to leverage new technology in B2B Marketing	3	0	0
9	Gaining Customers, Personal selling principles in B2B situations, Customer Retention, B2B marketing Metrics Article for presentation: 7 sins of selling	3	0	0
10	Communicating with the Business markets Various Promotion-mix and use of trade shows Illustration from Lohia Corps Ltd. Trade Shows	3	0	0
B2G marketing in India				
11	Government as a buyer, Selling through Kendiya Bhandar and NCCF, Role of DGS&D, Selling to CSD, Wrap-up Article for presentation: What is B2G Marketing	1	0	0
		28	0	0
	Total	28		
Note: The articles given in the session plan may be changed with enough time being given to the presenting group.				
Evaluation criteria				
<ul style="list-style-type: none"> • Test 1: Class participation 10% (Based on attentiveness and active participation during the entire course) • Test 2: Article presentations 10% • Test 3:10% (After completion of 9 sessions – written exam to test the understanding of concepts of Business marketing, organizational buying behaviour and how to categorize the buyer segments in B2B) • Test 4:10% (After completion of 21 sessions – written exam to test the understanding of concepts of product development, pricing and channel management in B2B) • Test 5: Case study discussion / activity 10% (In Session 16-17, Structure – 1. Identifying the situation of the company and the protagonist. 2. Understanding the competition. 3. Devising a plan for participation in a Bid. 4. Justifying the plan with clarity of purpose) • Test 6: Assignments 10% (Study of STP done by IBM through secondary sources) • Test 7:40% (Written examination covering the entire course) 				

Learning outcomes:

After completion of the course, the students will be able to:

- Adopt the market planning process for B2B markets (Minor exam 1 and 2, Article presentations)
- Develop the marketing strategies for any firm for its B2B marketing (Case study and Assignments)
- Fine-tune the marketing strategies for the B2G dealings for a firm (End Term exam)
- Apply various new technologies in the entire B2B marketing-mix of a firm (Article presentations, End Term exam)

Pedagogical approach

- Lectures
- Illustrative cases and case discussions (in groups)
- Assignments (group)

Materials

Textbooks: B2B Marketing: A South-Asian Perspective by Michael D. Hutt, Dheeraj Sharma & Thomas W. Speh, (Cengage Learning; 11th Edition).

Reports & other references:

- Handouts
- Business to Business Marketing, Vitale & Giglierano, Thomson Press, India Edition
- Business Marketing Management, Anderson & Narus, Pearson Education
- Business Marketing, K.K. Havaldar, Tata McGraw-Hill

Additional information (if any)**Student responsibilities**

Prepared By: Dr. Ritika Mahajan & Montu Bose

Reviewers:

Dr. Asif Zamir, FORE School of Management, Delhi.

Dr. Mohan Agarwal, IIM Lucknow

Dr. SK Pandey, IIM Rohtak

Course title: Derivatives and Risk Management				
Course code: PPM 123		No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28
Pre-requisite course code and title (if any):				
Department: Department of Business & Sustainability				
Course coordinator(s):			Course instructor(s):	
Contact details:				
Course type: Elective			Course offered in: 3rd Semester	
Course description Risk is all pervasive. For business the various kinds of risk relate to price, interest rates, foreign exchange rates, credit etc. Of late tactical management of these risks has gained prominence especially with advent of derivative products. The course concerns with tactical management of these risk through investment in financial assets. More specifically, the course will deal with the pricing and use of financial derivatives, including options, forwards, futures, swaps and credit derivatives as risk management tools. Financial derivatives are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements. Through this perspective, the course will also highlight the uses and abuses of financial derivatives with respect to the various incidents that had already happened in the markets.				
Course objectives The objective of this course is to familiarize the participants with the various instruments available for risk management. It covers rather simpler instruments such as options, futures, swaps, and credit derivatives. Besides discussing the pricing of these instruments and hedging principles the course would also aim at introduction of some complex instruments such as options on futures and swap etc.				
Course contents				
Module	Topic	L	T	P
1	Forwards and Futures, Trading and Settlement, Margins, Marking to Market, Open Interest	2	0	0
2	Commodity Futures Hedging, Speculation, Arbitrage with commodity futures, Pricing of forward and futures, Normal Backwardation Convergence, Basis risk, optimal hedge ratio Chapter 3	2	0	0
3	Currency Forwards and Futures Foreign Exchange Markets, and Rates, Hedging with Forwards, Non-Deliverable Forwards, Currency Futures, Pricing Currency Futures, Hedging, Speculation, and Arbitrage with Currency Futures Chapter 5	2	0	0
4	Stock and Index Futures Trading of Index Futures, Pricing, Risk Adjustment, Hedging, Speculation, and Arbitrage with Index Futures Chapter 4	2	0	0
5	Options Basics of call and put options, their payoffs, Intrinsic value and time value, American and European options, At the money, out of money and in the money options, Bounds to option pricing,	2	0	0

	Arbitrage based price limits, Put call parity Chapter 8 & 9			
6	Option Pricing Binomial Option Pricing model Chapter 10 Chapter 12 & 13	2	0	0
7	Option Pricing Risk Neutral valuation, Black Scholes option pricing model and assumptions, Interpretation of Black Scholes model.	2	0	0
8	Option Trading Strategies Straddle, Strangle, Butterfly, Bull and Bear spread, Ratio spread, Box spread, Condor, Synthesizing with options Chapter 12	2	0	0
9	Exotic Options Introduction (definitions, payoff and applications) to Forward Start option, Digital Option, Chooser Option, Barrier option, Shout option, Asian option, Compound option Chapter 13	2	0	0
10	Option Greeks (Option Sensitivities) Delta, Theta, Gamma, Delta Hedging Chapter 11	2	0	0
11	Swaps Forward Rate Agreement, Currency Swaps, Interest Rate Swaps, Applications of swaps, Cancellation and Valuation of Swap Chapters 6 and 7	2	0	0
12	Interest Rate Derivatives (Black's Model and applications) Caps, Floor, Collars, Swaptions, Options on Bonds, Options on futures, Interest rate futures Chapter 15	4	0	0
	TOTAL	28	0	0
Evaluation criteria				
<ul style="list-style-type: none"> • Test 1: Class Participation 10% • Test 2: Project 30% • Test 3: Written Test 20% • Test 4: Written test 40% 				
Learning Outcomes:				
On successful completion of the course students will be able to:				
1. Recognize the role of derivatives in financial risk management.				
2. Demonstrate critical thinking, analytical and problem-solving skills in the context of derivatives pricing and hedging practice.				
3. Evaluate alternative risk management strategies and tactics.				
4. Demonstrate an understanding of pricing forwards, futures and options contracts.				

Pedagogical approach

The course will be delivered through lectures and discussion of case studies, practical in Finance Lab, research papers and articles.

References:**Suggested Reading**

Srivastava R. (2015). Derivatives and Risk Management. Oxford University Press, 2nd Edition. NY.

Desired Readings

1. Hull JC (2013). Options, Futures, and Other Derivatives. 7th Edition. Pearson Education. London.
2. Kolb R. (2011). Futures Options and Swap. Blackwell Publishing. NY.
3. Redhead K (1992). Financial Derivatives. Prentice Hall. New Delhi.
4. Strong RA. (1995). Derivatives; An Introduction. Thomson. SW.
3. Bhalla, V.K. (2012). Investment Management. Sultan Chand. ND
4. Wimott, P. (2012). Quantitative Finance. Wiley & Sons. NY.
5. Jarrow, R. & Stuart, T. (1995). Derivative Securities. Thompson SW.
6. Chance, D.M., & Brooks, R. (2008). Derivatives and Risk Management Basics. Cengage Learning India.
7. Pliska, S. (1997). Introduction to Mathematical Finance. Wiley-Blackwell Publishing.

Additional information (if any)**Modules**

Sessions plan as above would be followed with following module objectives:

An overview of risk and derivatives:

The objective of the session is to draw distinction between various kinds of risks that a firm is exposed to. Some of these risks are manageable with derivative instrument. The session on Introduction to derivatives is intended to provide an overview of derivatives, their characteristics and misconceptions about them.

Forwards and Futures:

These sessions are aimed at introducing the terminology of forwards and futures, their applications of hedging from variety of underlying assets such as commodities, currencies, stocks and interest rates. This would also cover the pricing principles and methods of trading, settlement etc. Separate sessions for commodities, currencies and stock indices would deal extensively with the examples of hedging, speculation and arbitrage.

Options:

Sessions on options are aimed at developing an understanding about the complex nature of the derivative. The objective is to familiarize the participants with the various ways to value options. Hedging using options would be discussed in details with suitable real life applications. Trading strategies with options would deliberate upon how the combination of options can be used to achieve the desired risk profiles of different classes of investors. Sessions on exotic options would concentrate on how the parameters of options can be modified to suit the individual needs of hedging and cost associated with them.

Swaps and Interest Rate Derivatives:

These sessions are useful for the sectors such as banking, construction and infrastructure that are sensitive to broad economic factors and interest rate structures and changes in them. The tools of managing the interest rate risk would be introduced with emphasis on swaps and interest rate futures.

Student responsibilities

All students are expected to read the assigned readings prior to the class. Students are expected to analyze the case following the 'discussion questions'. All students must maintain full attendance and do timely submission of assignments. Full Class Participation is expected from all students.

Prepared By:

Prof. Manipadma Datta

Course Reviewer:

Mr P.S.Narayan, Ecoeye, Social and Community Initiatives, Wipro

Mr Brij Sethi, Ecoeye, Social and Community Initiatives, Wipro

Mr Rakesh Sharma, Strategy & Business Development, Philips Electronics India Limited

Mr Pawan Deep Singh, Strategy & Business Development, Philips Electronics India Limited.

Course title: Financial Intermediaries, Institutions and Regulations					
Course code: PPM 125	No. of credits: 2	L-T-P distribution: 28-00-00	Learning hours: 28		
Pre-requisite course code and title (if any):					
Department: Department of Business & Sustainability					
Course coordinator(s):			Course instructor(s):		
Contact details:					
Course type: Elective			Course offered in:		
Course description It's not only important to create wealth. It's more important to ensure that such wealth is best managed. Unless it's efficiently channelized to the best possible investments, no nation can grow. Financial intermediation is a process that helps the prospective saver-investors facilitate the productive use of the surplus wealth with reduced risk of judgment. Financial intermediaries thus play a very important role in a nation's economy. Nations with stronger and better regulated network of financial institutions and markets are found to be better developed. This course is designed to familiarize the students with the Indian scenario in a global context. This will help them to understand and develop expertise for making the best of financial decisions as management professionals.					
Course objectives To develop an understanding of the working of various segments of the finance markets. To develop an understanding of the working of the financial system the manager has to interact with. To develop a holistic perspective about all the financial institutions and their economic significance.					
Course contents					
Module	Topic	L	T	P	
1	Course Overview	2	0	0	
2	Economic growth and financial intermediation: an introduction to Indian financial system	2	0	0	
3	Types of financial institutions	2	0	0	
4	Financial markets and regulations	2	0	0	
5	Recent trends in Indian financial markets	2	0	0	
6	Introduction to market instruments and securities analysis	2	0	0	
7	Financial sector reforms	2	0	0	
8	Financial markets: Call money market Treasury bills market Commercial bills market Market for commercial papers Discount market Government securities market Securities market Financial derivatives market	4	0	0	

9	Institutions for market regulation and promotion and their functions: RBI SEBI	2	0	0
10	Commercial banks and their activities	2	0	0
11	Co-operative banks and their activities	2	0	0
12	Non-Banking Intermediaries: Provident funds Pension funds Mutual funds Insurance companies UTI	2	0	0
13	Non-banking statutory financial organizations	2	0	0
	Total	28	0	0
Evaluation criteria Test 1: Quiz 30% Test 2: Assignments/Projects 30% Test 3: written test 20% Test 4: Written test 20%				
Learning Outcome: After successful completion of the course, the students would be able to - <ul style="list-style-type: none"> • Develop a comprehensive understanding of the financial system & institutions of India. • Analyze the trends of Indian financial markets and functioning of its various segments. • Develop a holistic perspective about all the financial institutions and their functions. • Acquire knowledge about the regulatory framework of finance markets. 				
Pedagogy The course will be taught in 28 sessions of 60 minutes duration each. It will be a combination of interactive class lectures and project works undertaken by the students.				
References: Text: Bhole LM & Mahakud (2000). Financial Institutions and Markets: Structure, Growth and Innovations. TATA McGraw Hill. 5 th edition. ND. References: Bhasin N. (2010). Financial Institutions and Financial Markets in India: Functioning and Reforms. New Century Publications. New Delhi. Fabozzi FJ & Modigliani (1998). Capital markets: Institutions and Instruments. PHI. 3 rd edition. NY.				
Additional information (if any)				
Student responsibilities: Attendance, timeline adherence for assignments, come prepared with readings when provided.				

Prepared by: Prof. Manipadma Datta

Course Reviewers:

Prof. Madhu Vij, FMS, DU

Dr. Ria Sinha, TERI, ND

Course title: Security Analysis & Portfolio Management				
Course code: PPM 126	No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):			Course instructor (s):	
Contact details:				
Course type	Elective	Course offered in: 3 rd Semester		
Course description Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.				
Course objectives Analyzing securities & managing portfolios to generate required return can be intimidating for individuals. The key objective of this course is to provide the students in-depth knowledge and equip them with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.				
Course content				
Unit	Topic	L	T	P
1	Introduction to Investments – Meaning and nature, Risk-return trade off, Investment environment, Financial markets – Nature and types, Capital Market – Primary & Secondary, Stock exchange, Trading in securities, Financial market participants	4	0	0
2	Time value of money – Concept & Applications, Discounting & Compounding for different cash flow patterns, Multi period compounding	4	0	0
3	Risk & Return – Concept, Measures of return – Holding period rate of return, Return relative, CAGR. Types of risk – Systematic vs. Unsystematic risk, Standard deviation & beta as a measure of risk	4	0	0
4	Valuation of Securities – Equity, Preferred stock and Debt. Yield till maturity, Yield to call, Bond duration, Dividend discount model, CAPM model, Earnings based models.	4	0	0
5	Approaches to Security Valuation - Fundamental Analysis- EIC framework, Using Ratios for analysis, Technical Analysis – Basic premise and Dow theory, Types of charts and Chart patterns, Moving average analysis, Market indicators and stock specific indicators, Odd lot theory. Efficient market hypothesis - Forms of market efficiency and their implications, Tests of different forms of market efficiency.	4	0	0
6	Portfolio Analysis and Selection – Calculating risk and return of portfolio, Mean Variance Approach, Sharpe Model, Theory of Portfolio Selection – Markowitz Model, CML & CAPM. Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect), Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model.	4	0	0
7	Portfolio Management, Evaluation & Revision - Active and Passive portfolio management; Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor’s Index, Jensen’s	4	0	0

	alpha, Information ratio and Fama's decomposition measure).			
	Total	28	0	0
Evaluation criteria				
Test 1: Quizzes – 20%				
Test 2: Group work / Assignments / Presentation – 20%				
Test 3: Written Test - 60%				
Learning outcomes:				
On successful completion of this course, the student will be able to				
<ol style="list-style-type: none"> 1. Evaluate the investment environment, alternative investment avenues and understand the risk return framework. 2. Calculate the intrinsic value of different types of securities. 3. Analyze equity shares using different approaches and models. 4. Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models. 				
Pedagogical approach				
The pedagogy would be a mix of Lectures, Discussions, Case analysis, Quizzes, Assignments & Group work.				
Materials				
Reference Books:				
<ol style="list-style-type: none"> 1. Prasanna C (1994). Investment Analysis & Portfolio Management, McGraw Hill, ND. 2. Bodie Z., Kane A. & Marcus A. (2014). Investments, McGraw Hill. NY. 3. Donel E. Fischer and Ronald J. Jordan (2000). Security Analysis and Portfolio Management, Pearson Education, London. 				
Additional information (if any)				
Student responsibilities				

Prepared by: Dr. Swati Dhawan & Prof. Manipadma Datta

Course Reviewers:

Prof. Madhu Vij, DU

Mr. Vikram Dhawan, Founder, Mint Wealth Management

Course title: Corporate Accounting and Reporting				
Course code: PPM 128	No. of credits: 3	L-T-P distribution: 28-14-0	Learning hours: 42	
Pre-requisite course code and title (if any):				
Department: Department of Business & Sustainability				
Course coordinator(s):		Course instructor(s):		
Contact details:				
Course type: Core		Course offered in: First Semester		
Course description Accounting is the language of business. It attempts to measure and report corporate performance. Managers use accounting in making decisions; while investors use it for valuing stocks. The bankers and lender rely on accounting information to decide to whether to lend money to business. The accounting information is also crucial in evaluating the performance of employees at various levels in an organization. Thus, this is a very useful course in management education in almost every graduate management program the world over, a full course on accounting and reporting remains an obvious choice. This course is indispensable as the first step towards understanding the financials of business.				
Course objectives The course is designed for students participants <ul style="list-style-type: none"> • To Understand the basics of accounting; • To make them comfortable looking through an annual report. • To develop the ability in them to use financial statements to assess a company’s performance • To understand how the accounting information system works in a firm; • To interpret the need of accounting information in managerial decision making process; • To analyze the performance vis-à-vis financial health of the firm; and, • To understand the role of accounting acts as a control mechanism. 				
Course contents				
Module	Topic	L	T	P
1	Accounting and Business Decisions: <ul style="list-style-type: none"> • What is accounting? • Different forms of business organization • Financial and Management Accounting • Accounting Information System • Users of accounting information • Role of accounting in capital market and corporate governance • Accounting Equation • Accounting Ethics 	2	0	0
2	Recording of business transactions: <ul style="list-style-type: none"> • Double-entry system • Accounts • Recording transactions • Error checks through trial • Balance 	4	2	0
3	Measuring business income: <ul style="list-style-type: none"> • Income measurement • Adjustments to be done • Preparing Profit & Loss • Account • Concept of consolidated • Income statement 	3	1	0
4	Assignment Discussion	0	1	0

5	Balance Sheet: <ul style="list-style-type: none"> • What it is? • Why is it so called? • How to prepare it? • Consolidated balance sheet • What it says? • The new format for its presentation 	3	1	0
6	Annual Reports: <ul style="list-style-type: none"> • What it contains • The regulatory framework • Why the companies disclose more than what is legally required? • The disclosure system • Qualitative and Quantitative • Reporting • Component-wise discussion 	3	0	0
7	Case discussion with live annual reports	0	1	0
8	Statement of Cash Flows: <ul style="list-style-type: none"> • What is it? • Why is it? • How to prepare it? • What does it say? 	1	1	0
9	Analyzing Financial Statements: <ul style="list-style-type: none"> • Why is it done? • Benchmarking and its problems • Intra and inter-firm comparison • Quality of earnings • Using financial ratios • Du-Pont analysis 	3	2	0
10	Case Discussion	0	1	0
11	Presentation of Group Assignment	0	2	0
12	Basics of Cost Accounting: <ul style="list-style-type: none"> • Costs classification • Cost absorption • Cost-Volume-Profit relationship • Marginal costing and managerial decisions. 	6	2	0
13	Accounting standards and IFRS: a brief introduction: <ul style="list-style-type: none"> • What is an accounting standard? • Why standardization is necessary? • Indian accounting standards • The regulatory framework • International standards and the regulatory framework. 	3	0	0
		28	14	0
Evaluation criteria <ul style="list-style-type: none"> • Test 1: Quiz 30% • Test 2: Assignment 20% • Test 3: Written Test 25% 				

- Test 4: Written Test 25%

Learning Outcomes: Upon completion of this course, the students will be able to:

- Understand various principles on which financial statements are prepared. (Modules #1, #2, #3, #5))
- Understand how an Accounting Information System (AIS) works. (Modules #6, #7, #8)
- Acquire skills to fortify managerial ability with utilizing accounting information for a conscious decision making. (Modules #9, #10, #11).
- Develop a basic understanding of cost accounting(Module #12).
- Develop an overall understanding of emerging corporate reporting framework in the context of International Financial Reporting Standards (IFRS). (Module #13)

Pedagogical approach

The course will be delivered through lectures and discussion of case studies, videos, annual reports of the companies, research papers and newspaper articles.

References:

Suggested Readings –

- Swamy NR. (2008). Financial accounting: a managerial perspective. PHI. NY.
- Banerjee B. (2002). Cost Accounting: theory and practice. PHI. ND.

Desirable Readings –

- Bhattacharya AK. (1994). Principles and Practice of Cost Accounting. Prentice-Hall. ND.
- Anthony RN. Hawkins DF. And Merchant KA. (2001). Accounting: Text and Case. 13th Edition, Tata McGraw Hill. London.

Text

Bhattacharya SK. And Dearden J. (2011). Accounting for Management: Text and Cases. Vikas Publishing House; Third edition

- Homgren CT. Srikant M. Foster DG. (2010). Cost Accounting - A Managerial Emphasis. Pearson Education, Thirteenth Edition. NY.
- Homgren CT. Sundem GL. And Stratton WO. (2013). Introduction to Management Accounting. Pearson Education, Thirteenth Edition. NY.

Websites and Web resources –

- Maria B. & Alexandru IC. (2005). Economic decision-making and the role of accounting information. retrieved from. <http://www.oeconomica.uab.ro/upload/lucrari/1020081/17.pdf>
- Damodaran A. (2006). Understanding Financial Statements. retrieved from <http://people.stern.nyu.edu/adamodar/pdfiles/valn2ed/ch3.pdf>
- The Institute of Company Secretaries of India. retrieved from <https://www.icsi.edu/>
- Financial Times. Retrieved from <https://www.ft.com/>,
- Learn Accountancy the Easy Way. Retrieved from <http://accounting-simplified.com/>,

Additional information (if any)

Student responsibilities

All students are expected to read the assigned readings prior to the class. Students are expected to analyze the case following the ‘discussion questions’. All students must maintain full attendance and do timely submission of assignments.

Prepared By: Manipadma Datta

Course Reviewers:

Prof. Madhu Vij, FMS, DU

Prof. Vivek Suneja, FMS, DU

Course title: Managerial Economics				
Course code: PPM 148	No. of credits: 3	L-T-P distribution: 32-10-0	Learning hours: 42	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):			Course instructor (s):	
Contact details:				
Course type	Core	Course offered in: Semester 1		
Course description				
<p>This is the first economics course that the students will take at TERI School of Advanced Studies and for most students, this may be their first ever exposure to the subject economics. The basic objective is to equip students with skill sets in applying an analytical approach to the study of how individuals and business units deal with the fundamental problems of scarce resources, understanding of the nature of prices and of markets, role of information and interventions, etc. Specific topics to be covered include applications of supply and demand, market structure, laws of production, market failure and game theory. Examples from services sector, energy and infrastructure sectors would be particularly important in attaining course goals.</p> <p>The course would provide the base for macroeconomics, organizational behavior, marketing, finance and strategic management.</p>				
Course objectives				
<p>The course objectives are;</p> <ul style="list-style-type: none"> - To increase students understanding of economic way of thinking to business decision making problems - To develop students critical thinking and analytical abilities in resolving business problems by employing various tools and techniques of managerial economics - To make students understand the rigors of various economic models and their applications. 				
Course content				
Module	Topic	L	T	P
1.	Introduction to Economics Human Wants and scarce resources Basics of demand, supply and market Concept of market Demand and supply schedules and equilibrium Changes in price when demand/supply shift Demand Analysis Derivation of demand curve Concept of Elasticity – point, arc, income and cross elasticity’s Application of elasticity	6	2	0
2.	Utility, Preferences and Choice Utility Theory How people make decisions? Utility – total, marginal Marginal analysis and its use in economic analysis Preferences, budget constraints, choices and optimal choices Consumer Behavior Changes in income and prices Income and substitution effects Consumer surplus – impact of taxes, subsidies, etc.	6	2	0

3.	Production and Cost Production Theory Production function and different forms Total, average and marginal products Returns to scale Tech. progress, innovation, sources of competitive advantage Theory of costs Nature of production costs, concepts of costs and short-run and long run costs Total, average and marginal costs Economies of scope, learning curve Applications of the above concepts in different classes of firms particularly in service industry	6	2	
4.	Theory of Firms Market and market structure Concept of market Market equilibrium and price determination Market structure Perfect Competition, monopoly, duopoly, oligopoly Some special subjects – auctions, network markets Imperfect competition Price discrimination (definition and types of price discrimination, necessary conditions for the existence of price discrimination, price discrimination and the price elasticity of demand) Oligopoly (classical and collusive oligopoly) Average cost pricing Market structure, efficiency and regulation Relevance of efficiency related issues Monopoly power and social costs Regulation of public monopolies	8	4	0
5.	Economics of Information Search costs Asymmetric information and adverse selection Information and moral hazard Market signaling Switching costs Principal agent problem	6	0	0
	Total	32	10	00

Evaluation criteria

The overall course grade will be allocated as follows:

- Test 1 & Test 2: Written Test - 30 %
- Test 3: Assignment -20 %
- Test 4: Written test - 50 %

Learning outcomes

After the completion of the course, the students will

- Understand the key concepts, models, tools and techniques of managerial economics (Test 1, 2& Test 3)
- Understand and appreciate the applications of various tools and techniques of managerial economics (Assignment)
- Develop abilities of applying the tools, techniques and models in resolving real life business problems (Assignment &Test 3)

Pedagogical approach

Pedagogical approach consists of classroom teaching; interactive sessions; case study discussion, students'

presentation.

Materials

Textbooks and Readings:

- Dominick S., (2012), Managerial Economics, 7th Ed., Oxford University Press.
- Frank, R. and B. Bernanke (2004), Principles of Economics, 2nd Ed., Tata McGraw Hill
- Dominick S., (2009), Principles of Microeconomics, International Version, 5th Ed., Oxford University Press.
- Varian, H. R., (2006), Intermediate Microeconomics, 8th ed. W. W. Norton & Company
- Sen, A., (2006), Microeconomics – Theory and Applications, 2nd Ed., Oxford University Press.
- Pindyck, R. S., D. J. Rubinfeld and P. L. Mehta (2009), Microeconomics, 7th Ed., Pearson Education, India.

Additional information (if any)

Attendance

All exams are based on lecture and classroom discussion. Attendance will be taken on a regular basis and it is expected that all students attend ALL sessions which will be counted for overall grade. Showing up late for class, use of gadgets (mobile phones, tablets or laptops etc.) during class is disruptive and should be avoided

Student responsibilities

Attendance, feedback, discipline etc.

Prepared By: Dr. Gopal Sarangi

Course reviewers:

Dr. Santanu Gupta, XLRI, Jamshedpur

Dr. Ananya Ghosh Dastidar, DU South Campus

Course title: International Financial Management				
Course code: PPM 191	No. of credits: 2	L-T-P: 28-00-00	Learning hours: 28	
Pre-requisite course code and title (if any): None				
Department: Department of Business and Sustainability				
Course coordinator:		Course instructor:		
Contact details:				
Course type: Elective		Course offered in: 3 rd Semester		
Course description:				
<p>International Finance concerns itself with aspects of financial planning and investment in financial assets in the global scenario in this age of free trade and increasing internationalization. The subject is aimed at providing insight to the various analytical techniques required to take decisions involving foreign exchange, hedging, and an understanding of foreign exchange markets and monetary systems. The course also provides background of international trade, factors governing exchange rates and new developments taking place in terms of various financial instruments in vogue.</p> <p>The course provides international perspective in various areas of finance assuming that basic exposure is already given. The course deals with six distinct areas of finance and sessions may be split as follows;</p> <p>International Trade and Economics : Sessions 1, 2, 3, 4 Corporate Finance : Sessions 8, 9, 10 Accounting : Sessions 13 Commercial : Sessions 11, 12 Exchange Rate Management : Sessions 5, 6, 7</p>				
Course objectives:				
The objective of this course is to familiarize the participants with the foreign exchange markets, its features, terminology, types of instruments, the determinants of the exchange rates, analytical framework for taking corporate finance decisions, and to provide a conceptual insight to risk management.				
Course contents				
Module	Topic	L	T	P
1	INTERNATIONAL FINANCIAL MANAGEMENT <ul style="list-style-type: none"> □ An Introduction □ Goals of MNCs □ Conflicts, issues, constraints in MNCs □ objectives/operations □ Theories of International Trade 	2	0	0
2	INTERNATIONAL MONETARY SYSTEMS Gold Standard: <ul style="list-style-type: none"> • History, • Price Specie Flow Mechanism • Quantity Theory of Money, Fiat Money • Reasons for failure of Gold Standard Bretton Woods System: <ul style="list-style-type: none"> • Operational Framework • Introduction to IMF Evaluation • Smithsonian agreement and Jamaica Agreement • Failure of Bretton Woods System European Monetary System <ul style="list-style-type: none"> • Introduction 	4	0	0

	<ul style="list-style-type: none"> • Comparison with Bretton Woods Euro Currencies and Markets <ul style="list-style-type: none"> • Introduction • Evolution 			
3	DETERMINATION OF FOREIGN EXCHANGE RATES <ul style="list-style-type: none"> • Factors determining demand and supply • Central Bank Intervention, Clean and Dirty Float • Sterilisation • Comparison of Flexible and Fixed Exchange Rate System 	2	0	0
4	FOREIGN EXCHANGE MARKETS <ul style="list-style-type: none"> • Participants, Operation, Terms • Spot and Forward markets • Fedai Rules • Option Forwards, Swap Points 	2	0	0
5	PARITY RELATIONSHIP AND FORWARDS <ul style="list-style-type: none"> • Absolute and Relative Purchasing Power • Parity • Interest Rate Parity and linkages with the forward markets • Calculation of forward rates • Problems and Numerical 	2	0	0
6	TRANSACTION EXPOSURE <ul style="list-style-type: none"> • Nature of exposures faced by MNCs • Definition of Transaction Exposure • Forward Hedge • Money Market Hedge • Cost of Hedging • Hedging through Invoicing • Hedging through Lead and Lag • Exposure Netting 	2	0	0
7	COST OF CAPITAL, CAPM & CAPITAL STRUCTURE FOR MNCs <ul style="list-style-type: none"> • WACC & Value of the firm • Cost of capital for MNCs • Conventional and International CAP-M • Beta and cost of equity for MNCs • Cross Border Listing • Capital structure for subsidiary and MNC 	2	0	0
8	INTERNATIONAL CAPITAL BUDGETING <ul style="list-style-type: none"> • Capital Budgeting • Subsidiary vs. Parent : Cash flow and discount rate • WACC and APV • Lessard's APV Model • Case on capital budgeting with APV application 	2	0	0
9	FDI and POLITICAL/COUNTRY RISK <ul style="list-style-type: none"> • Why FDI • Causes of political and country risk • Measurement of political and country risk 	2	0	0

10	Mid-term Test TRANSFER PRICING <ul style="list-style-type: none"> • Objective • Concept of control • Methods of calculating transfer price 	2	0	0
11	INTERNATIONAL TRADE FINANCE <ul style="list-style-type: none"> • Letters of Credit • Bill of Exchange • For fainting • Factoring 	2	0	0
12	TRANSLATION EXPOSURE <ul style="list-style-type: none"> • Meaning • Impact • Translation Methods- An example • Accounting Standards applicable to translation (AS 11 and AS21) • Managing Translation Exposure • Limitations of managing translation • Exposure 	2	0	0
13	ECONOMIC EXPOSURE <ul style="list-style-type: none"> • Meaning • Impact • Measuring economic and operating exposure • Managing economic exposure • Limitations of managing economic/operating exposure 	2	0	0
Total		28	0	0
<p>Evaluation procedure</p> <ol style="list-style-type: none"> 1. Test 1: Written Test 20% 2. Test 2 (Surprise Tests) 10% 3. Test 3: Each Case 15 marks each (Best two) 30% 4. Test 4: Written Test 40% <p>Assignments</p> <ol style="list-style-type: none"> 1. CaseV.2 on Euro Disneyland: Page605, Multinational Financial Management by Alan Shapiro, Seventh Edition. 2. VOGL Case-Integrative problem on exchange rate risk management; Chapter12, International Financial Management by Jeff Madura <p>All cases can be submitted in groups of size not more than five (5).</p>				
<p>Learning outcomes:</p> <p>By the end of the course, participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand international capital and foreign exchange market 2. Identify and appraise investment opportunities in the international environment 3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them 4. Develop strategies to deal with other types of country risks associated with foreign operations 5. Express well considered opinion on issues relating to international financial management. 				
<p>Pedagogical approach</p> <p>The course will be delivered through lectures and discussion of case studies, research papers and articles.</p>				

Materials:**Suggested readings Text:**

1. Multinational Financial Management, By Alan Shapiro (Wiley Eastern Publication), 10th edition

Desired Readings

1. Buckley, A. (2009). *Multinational Finance*. (5th ed.). Pearson Education.
2. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management*. (12th ed.). South-Western.
3. Resnick, B. G., & Eun, C. S. (2014). *International Financial Management*. (7th ed.). McGraw Hill International.
4. Madura, J. (2018). *International Financial Management*. (13th ed.). Cengage Learning India Pvt Ltd.
5. Butler, K.C. (2012). *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5th ed.). Thomson South-Western.
6. Kim, S & Kim, S.H. (2006). *Global Corporate Finance: Text & Cases*. (6th ed.). Blackwell Publications.
7. Levi, M.D. (2018). *International Finance*. (6th ed.). Routledge Publications
8. Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books

Additional information (if any):**Student responsibilities:**

All students are expected to read the assigned readings prior to the class. Students are expected to analyze the case following the 'discussion questions'. All students must maintain full attendance and do timely submission of assignments

Prepared by: Dr. Ritika Mahajan & Dr. Manipadma Datta

Course Reviewers:

Prof. B. Banerjee, CU

Prof. Madhu Vij, FMS, DU

Course title: Brand Management				
Course code: PPM 195	No. of credits: 2	L-T-P: 28-00-00	Learning hours: 28	
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course coordinator:		Course instructor:		
Contact details: Mob: Email ID:				
Course type: Elective		Course offered in: Semester 3		
Course description: More and more organizations of all types have come to the realization that one of the most valuable assets they have is the brand names associated with their products or services. Despite this recognition, very little attention has been paid to the subject in management, especially in MBA programs. Brand Management is an advanced MBA elective that addresses important branding decisions faced by an organization.				
Course objectives: The course's basic objectives are: 1) To increase understanding of the important issues in planning and evaluating brand strategies; 2) To provide the appropriate theories, models, and other tools to make better branding decisions and; 3) To provide a forum for students to apply these principles at the customer/consumer level that will improve managerial decision-making with respect to brands. The aim of the course is to make these concepts relevant for any type of organization (public or private, for profit and not for profit, large or small, etc.).				
Course contents				
Module	Topic	L	T	P
1	Module 1: Introduction to the module Brand Management <ul style="list-style-type: none"> • What is a Brand and why do brands matter? • The Science of Branding Understanding commodity branding, Business to Business Branding, High- Tech Branding, and Place branding • Branding challenges and opportunities in times of economic downturn • The Brand Equity Concept and Strategic Brand Management Process Case 1: Himalaya Herbal Case 2: Super Shampoo	6	0	0
2	Module 2 : Developing a Brand Strategy <ul style="list-style-type: none"> • Customer-based Brand Equity and role of Brand Knowledge • Sources of Brand Equity • Brand positioning and Positioning Guidelines • Brand Mantra • Brand Resonance and Brand Value Chain • The four steps of Brand Building • Luxury Branding • Brand Value Chain • Creating Customer Value Case 3: JSW Shoppe Case 4: Infosys	4	0	0
3	Module 3: Designing and Implementing Brand Marketing Programs <ul style="list-style-type: none"> • Choosing Brand Elements to build Brand Equity • Criteria, options and tactics for Brand Elements • Designing Marketing Programs to Build Brand Equity • Integrated Marketing Communications to Build Brand Equity 	4	0	0

	<ul style="list-style-type: none"> Leveraging Secondary Brand Associations to Build Brand Equity Case 5: Centuryply Case 6: Reebok			
4	Module 4: Measuring and Interpreting Brand Performance <ul style="list-style-type: none"> Developing a Brand Equity Measurement and Management System Conducting Brand Audits Designing Brand Tracking Studies Measuring Sources of Brand Equity: Qualitative and Quantitative Research Techniques Measuring Outcomes of brand Equity: Capturing Market performance through comparative and holistic methods Case 7: Brand Equity	4	0	0
5	Module 5 : Growing and Sustaining Brand Equity <ul style="list-style-type: none"> Designing and Implementing Brand Architecture Strategies Brand Portfolios Brand Hierarchies Corporate Branding Introducing and Naming New Products and Brand Extensions Managing Brands over time Managing Brands over Geographic Boundaries and Market Segments Case 8 : Luis Vuitton In India Case 9: Saffola Case 10: Coke and Pepsi	6	0	0
6	Module 6: Project Presentations-Branding and Brand Audit	4		
	Total	28	0	0

Evaluation criteria:

Performance is evaluated on the following parameters:

- Test 1: Group-based Case Analysis :20%
- Test 2: Group-based Branding Project (Study and its Report) :30%
- Test 3: Class Participation :10%
- Test4: Written Test :40%

Indicators for Assessment: Group Based Case Analysis: Identification of the actual Decision-Making problem/Issues, Identification of appropriate data, Quality of analysis of data from within the case, Clarity in presentation of relevant conclusions that address the problems identified.

Group Based Branding Project: Formulation/definition of the actual Research Problem, Collection of appropriate primary and secondary data related to Brand chosen for study, Quality of analysis of data, Clarity in presentation of relevant conclusions that state various aspects of the Brand and its current status and future outlook.

Class Participation: Appropriateness of the response to the queries raised by faculty member and fellow students during classroom session, quality of contribution to case analysis/discussions, quality of questions raised in class for furthering the discussions around brands and branding.

Test: Accuracy of answers as well as robustness of analysis in response to questions asked in the examination.

Learning Outcomes

After completing the course, the students will be able to

- Develop a professional understanding of Brand management decisions that must be made to build, measure and manage brand equity (Group Based Case Analysis).
- Familiarize themselves with the art of applying direct and indirect measures of brand equity and choosing brand elements and develop marketing programs. (Group Based Branding project, Class Participation).
- Consolidating all the learning related to theory and application of Branding theory and practice (Test 4).

Pedagogical approach

The course will be delivered through lectures and discussion of case studies, research papers and articles.

References/Materials:

Prescribed Textbook- Kevin Lane Keller (**KLK**), Parmeswaran Ambi M.G., Jacob Isaac, Strategic Brand Management, Fourth Edition, Pearson, 2015

Additional Readings:

1. Kapferer, Jean-Noël. The New Strategic Brand Management: advanced Insights & Strategic Thinking, Fifth Edition, Kogan Page, 2012.
2. Ind, Nicholas. Living the Brand: How to Transform Every Member of Your Organization into a Brand Champion, Kogan Page, 2007.
3. Roberts, Kevin. Love marks: the future beyond brands, Second Edition, Power House Books, 2005.
4. Taylor, David. Brand Stretch: Why 2 in 1 extensions fail, and how to beat the odds, John Wiley & Sons, Ltd, 2004.
5. Weeler, Alina. Designing Brand Identity: An Essential Guide for the Whole Branding Team. John Wiley & Sons, Inc, 2017.

Prepared by: Sanjay Chandwani & Montu Bose

Course Reviewers:

Dr. Gagan Katiyar, Birla Institute of Management Technology, Greater Noida
Prof. Dhruva Chak, Birla Institute of Management Technology, Greater Noida
Prof. Pinaki Dasgupta, IMI Delhi.

Course title: Marketing Management				
Course code: PPM 196	No. of credits: 3	L-T-P distribution: 42-00-00	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business and Sustainability				
Course coordinator (s):			Course instructor (s):	
Contact details:				
Course type	Elective	Course offered in: 3 rd Semester		
Course description				
This is a core course in Marketing meant to build a foundation for students in the MBA Program. Marketing is a critical function that determines the health of an organization. Marketing is the set of activities designed to scan and identify market opportunities and plan to design price, promotion and the distribution of products, services and ideas that satisfy the needs of chosen target market(s). The Marketing Manager uses his range of marketing tools to transform the identified opportunities in a manner that achieves the organizational objectives.				
Course objectives				
This course is a fundamental course on marketing and develops the basic analytical skills, conceptual abilities, and substantive knowledge in marketing concepts like the marketing mix in a variety of real-life marketing situations. The objectives are:				
<ul style="list-style-type: none"> ▪ To provide an in-depth understanding of the marketing process ▪ To give students an appreciation of the global and domestic marketing environment. ▪ To develop conceptual understanding of the STP process in the Indian environment. ▪ To learn about all the elements of the marketing-mix ▪ To sensitize the students about new developments like Multichannel and Omni channel marketing ▪ To develop the ability to formulate a marketing plan 				
Module	Topic	L	T	P
1.	Introduction: Marketing concepts and philosophies	2	0	0
2.	Marketing Myopia What Business Are you In: Theodore Levitt HBR October 2006 (Marketing Myopia)	2	0	0
3.	Concept of Marketing Mix Marketing Plan The sixth P of Marketing	1	0	0
4.	The changing face of Marketing Mix The New marketing mix	1	0	0
5.	Strategic Marketing PEST analysis Porter's Generic Strategies Michael Porter's Big Ideas	2	0	0
6.	Application and Evaluation of Strategy BCG Matrix Nokia's Strategy Derrick's Ice Cream Company	2	0	0
7.	Understanding Customer – Customer Value	1	0	0

	What have you done for me lately?			
8	Customer loyalty and satisfaction Why satisfied customers defect	1	0	0
9	Consumer Behaviour – Basic Concepts Get inside the lives of your customers	1	0	0
10	Consumer behavior Milk Pulling the family strings Unmarried America	1	0	0
11	Segmenting the consumer markets Basis of segmentation Product diff and market segmentation strategies	2	0	0
12	Targeting and positioning Lessons from faded Levi Strauss We try harder	2	0	0
13	Dealing with competition Marketing warfare Guerilla marketing	1	0	0
14	Gaining competitive advantage Kodak Vs. Fuji	1	0	0
15	MID Term Exam Product Management In Praise of Purple Cow	2	0	0
16	Depth and Breadth of products HP	2	0	0
17	Branding Decisions What's in a name Building strong brands	2	0	0
18	Pricing Strategies	2	0	0
19	Distribution Strategies	4	0	0
20	Retailing	2	0	0
21	Promotion Strategies Integrated Marketing Communications IMC Message evolution by McDonald's in India	4	0	0
22	Services Marketing Servqual Model	2	0	0

23	Group Presentations	2	0	0
	Total	42		
<p>Important Sessions to Remember – (Remember no ‘make-ups’ allowed for any component) Session 21: Mid Term Test, Session 39: Submission of the group project report, Session 41-42: Group Presentation on the project</p>				
<p>Evaluation criteria</p> <ul style="list-style-type: none"> • Test 1: Class participation 10% (Based on attentiveness and active participation during the entire course) • Test 2: News presentations 10% (To pick and critically present latest news about marketing activities done by any company) • Test 3: 20% (Written exam after completion of 16 sessions –to test the understanding of concepts of marketing, strategic planning and consumer behaviour) • Test 4: Group Project 20% (To develop the Marketing Plan for a product / service and apply all the knowledge of marketing gained throughout the course. Report to be submitted at the end of 28 sessions and presentation in the last 2 sessions) • Test 5: Written Test40% (Written examination covering the entire course) <p>Group Project: Marketing News Presentation and Creating a Marketing Plan Each group should be prepared to make a presentation of news related to marketing gathered over one week prior to its turn to present in the class. Each group needs to select one product category from the suggested list. No overlap of product category within each section is permitted. Your group may take the perspective of an organization that is either a leader in the category or a follower or a new entrant. Prepare a detailed report on the project. The report should be submitted in soft copy on my email. Each group should be prepared to make a presentation project in the class. Time limit is 15 minutes per group.</p> <p>Case Study discussion: A case may be studied keeping in mind the following:</p> <ol style="list-style-type: none"> 1. a <u>problem definition</u> statement, which identifies the key issues facing management (not more than a few lines); 2. the objectives 3. alternative plan of action 4. an <u>analysis</u> section which synthesizes and integrates the answers to the key questions for the case, but does not repeat the facts themselves, and presents logical arguments in defense of both the problem definition and the recommended solution; 5. a set of <u>detailed recommendations</u> and suggestions for their implementation, including how to overcome any potential issues of implementation identified by the analysis. <p>Learning outcomes: After attending this course, students will be able to:</p> <ul style="list-style-type: none"> • Develop an understanding of the role of marketing in the success of an organization (News presentation, Mid Term exam) • Develop an ability to identify and assess strategic choices in marketing (Mid Term exam, End Term exam) • Be able to propose innovative solutions to customer needs and continuous improvement of offerings (News presentation, Group Project) • Be able to develop the Marketing Plan for any organization (Group Project, End Term exam) <p>Pedagogical approach</p> <ul style="list-style-type: none"> • Interactive Lectures • Case discussions and presentations • News crunching 				

Materials**1. Text Book:**

- Marketing Management by Philip Kotler, Kevin Keller, Pearson, New Delhi, 15th edition 2016, ISBN:978-81-317-3101-7

2. Reference Book:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithleshwar Jha, "Marketing Management, A South Asian Perspective", 14th Ed (2013) by Pearson Education, New Delhi

Additional information (if any)

Student responsibilities: Attendance, timeline adherence for assignments, come prepared with readings / cases according to the session plan and as and when provided

Prepared by: Shruti Rana Sharma & Sanjay Chandwani

Course Reviewers:

Prof. Pinaki Dasgupta, IMI Delhi.

Prof. Asif Zameer, FORE School of Management

Course title: Business Ethics				
Course code: PPM 157		No. of credits: 2	L-T-P: 28-00-00	Learning hours: 28
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course coordinator:			Course instructor:	
Contact details:				
Course type: CORE			Course offered in: Semester 1	
Course description: An important element of any corporate organization, during its interactions with its external environment, is how it deals with ethical issues. What does business consider as acceptable /unacceptable and the extent to which it accepts its responsibility are some key issues for study in this course. From time to time corporate scandals have demonstrated that managerial decision-making invariably has ethical implications. However, these ethical implications are seldom given any serious thought and get viewed as just byproducts of mistaken action, instead of understanding that they comprise the prime ingredients of business decisions. This course on Business Ethics will provide the students with the various frameworks, often conflicting, that have been evolved by moral philosophers to guide in the handling of ethical dilemmas. Additionally, it will help them to find how to voice their inner concerns and values, in a meaningful way, when they are confronted by such ethical issues in life and at work.				
Course objectives: The course on Business Ethics will focus on the perspective of managers who must formulate policies to address issues based on ethical dimensions. The principal objective of the course is to infuse a basic ethical intuition among the next generation managers on issues such as well-being, rights, and justice.				
Module	Topic	L	T	P
1	Module 1: Introduction to Business Ethics Course Introduction, Pedagogy and evaluation pattern discussion followed by an ice-breaker session. A broad introduction to the various Ethical frameworks will be provided and students would be introduced to the book “Justice” by the Harvard don, Michael Sandel.	2		
2	Module 2: Framework for Giving Voice to Values (GVV) An introduction to the framework developed by Dr Mary Gentile on how to “speak” up for your convictions. This framework would be used right through the course in parallel to the theoretical ethical frameworks.	2		
3	Module 3: Moral Framework for Ethics versus Corporate Social Responsibility The importance of CSR in today’s business and how Business Ethics differs from CSR	2		
4	Module 4: Moral Framework for Ethics /Ethics in Business An appreciation of the various Framework/Theories for addressing Ethical Dilemma – Utilitarian, Rights, Duty, Egalitarian, Aristotelian -using case studies (from Prof Sandel’s online course) the objective would be for students to see that there are multiple ways to look at the same ethical issue. Students will be given a brief introduction to the principles of all leading Ethical Theories and their founding thinkers.	8		
5	Module 5: Moral Framework for Ethics/Ethics in a Global Economy Discuss cross cultural and cross-national issues on Ethical behaviour by businesses across different countries across the world with some examples/case lets.	2		
6	Module 6: Moral Framework for Ethics/Ethics and Environment Understand new trends in environmentalism and the emerging role of interest groups, business and government. Also discuss how the fundamental objective of business has	2		

	changed over the years.			
7	Module 7: Ethical Standards These sessions will introduce the 8 principles that make up the GBS Codex and will introduce the students to some example of Code of Ethics followed by leading organizations.	2		
	Group Presentation- Case Studies I Through small group assignments the class will analyse situations involving ethical dilemmas and discuss/debate possible solutions.	4		
	Group Presentation – Case Studies II To address the issue of how real-life ethical dilemmas should be handled, the class will be divided into groups and the groups will be asked to prepare a common case study and present it to the rest of the class. Group assignments will be around current, real life ethical issues from what we see around us, for instance one group could research some the modern ethical dilemma like say the issue around the right to privacy and details on Aadhar being provided to the Government, another group could examine the issues involved in Apple’s stand (with the FBI) of not cooperating in a terrorism investigation and refusing to unlock an iphone recovered from a slain terrorist and so on.	4		
	Total	28	0	0
Evaluation criteria: <ul style="list-style-type: none"> • Test 1: Group presentation I 20% • Test 2: Group Presentation II 30% • Test 3: Written Test 20% • Test 4: Written Test 30% <p>The course would rely on analyzing real life ethical issues (in addition to text book cases) that make newspaper headlines and a large part of the learning would be through exercises done in the class room and would be experiential. For evaluation, in addition to the formal exams, this program shall on two group assignments that must be presented by the groups in the class so that there is some shared learning among the groups.</p>				
Learning outcomes: The course will encourage the students to reason about issues from multiple perspectives. Further it will: <ol style="list-style-type: none"> 1. Expose the students to a diverse and important set of ethical systems 2. Increase the knowledge and awareness on ethics and ethical behavior 3. Apply ethical systems to specific business problems 				
Pedagogical approach: Most of the classes will be mixed session comprising of; <ol style="list-style-type: none"> (a) A pre-reading/pre-viewing/class lecture that will introduce the topic (b) An interactive discussion of the general conceptual material; (c) Followed by group presentations on issue-based cases to which the ethical concepts would be applied. <p>To give to the students, an appreciation of the theoretical framework of Ethics, the course would draw upon Prof Miachel Sandel’s course on “Justice” available online through Harvard University. This will be used to teach the abstracts concepts of the moral philosophers -Aristotle, Jeremy Bentham, Immanuel Kant, John Stuart Mill, Robert Nozick, John Rawls and others and would help the students to understand “<i>what is the right thing to do</i>” and also appreciate that there could be different possible ways in which people respond to the same ethical dilemmas. In parallel, there would also be some experiential learning and the course, that would provide inputs on how to ‘speak up’ for your convictions; that part of the program would be more hands on and practical and would draw upon the pedagogy developed by Dr Mary Gentile. This part of the program would address the issue of “<i>how do you act when you know(intuitively) what is the right thing to do</i>”.</p> <p>Two set of small study-group presentations (by the students) will play an important role in course delivery as they will allow the students to articulate their views of what is defensible and non-defensible in each case.</p>				

Suggested readings:

1. Sandel M. (2010). Justice: What's the right thing to do? Penguin. UK.
2. Gentile M. (2012). Giving Voice to Values - How to speak your mind when you know what's right. YUP.
3. Fernando AC. (2009). Business Ethics: An Indian perspective. Pearson.

Additional Readings/Viewings:

Lecture Videos from Miachel Sandel's course on Justice at Harvard University – this is compulsory viewing as the videos would form the basis of class room discussions in the first half of the course.

<http://justiceharvard.org/>

A lot of material around Dr Mary Gentile's pedagogy (GVV) --teaching aids, work books, you tube videos etc around her model, even a free coursera course on GVV on offer by the University of Virginia – are available on the internet and students would be encouraged to access the same. Students are also encouraged to access the link from the Darden School of Business (University of Virginia) which houses the GVV program and has is an excellent repository of GVV resources;

<https://www.darden.virginia.edu/ibis/initiatives/giving-voice-to-values/>

Student responsibilities:

Attendance, feedback, discipline: as per university rules.

Prepared by: Dr. Ritika Mahajan Montu Bose

Course reviewers:

1. Dr. Santosh Pande, Cofounder, Nihilent Technologies
2. Dr Rjat Kathuria, ICRIER

Annexure-2

PhD Programme- DBS

Programme Overview:

The PhD programme at the Department of Business Sustainability aims to promote interdisciplinary research and scholarship on sustainability studies pertaining to businesses. It provides an opportunity to scholars to enhance their professional competence and expertise through continuing education and learning demonstrating individual intellectual potential. The entire learning process spanning across diverse issues of sustainability will equip them to learn how to manage and evaluate a scientific research work from its designing to the successful completion of the work. At the same time, this programme also caters to the need of capacity building both in industry and academics. Industry people with experience get the chance of honing their understanding the emerging perspectives in the corporate world. Academic aspirants get the chance to strengthen their knowledge base to meet the increasing demand of good teachers.

Programme USP:

The Programme fosters knowledge creation by enabling one's intellectual skills through innovative research work and contribute to the discourse on sustainability issues in business activities. It advances impactful and cutting-edge interdisciplinary research demonstrating with opportunities for broader research excellence framework. The basic objective is to prepare students to play a remarkable role in the world academic circle and to develop significant unique contributions to their selected area of research.

Programme Specific Outcome:

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

- Explore newer frontiers of interdisciplinary teaching & research;
- Make significant contribution to the corporate world;
- Comprehend scientific methods and techniques of doctoral research;
- Develop effective collaboration with allied research partners & industries;
- Carry out individual research work with wider societal impact;
- Integrate ethical values in original scientific research;
- Independent planning and implementation of research;

Programmes Structure

Ph.D. Programme are divided into three stages. These are as follows: -

Stage I - Ph.D. Course work:

The Ph.D. course work at TERI SAS is designed to develop rigorous research and analytical skills among the students. It is intended to equip them with the necessary research and analytical skill sets. The Ph.D. Course work is governed by the ‘TERI School of Advanced Studies Ph.D. Regulations-2019’ (and subsequent amendments) and UGC (Minimum Standards and Procedure for Award of M.Phil./Ph.D. Degrees) Regulations, 2016 (and subsequent amendments).

Ph.D. Course work structure and requirement:

A minimum of 8 credits and a maximum of 16 credits will have to be completed by the Ph.D. students in order to complete their course work. Some courses are mandatory in nature, and some are prescribed by the Department Research Committee (DRC)/ Centre Research Committee (CRC) on the recommendations of the Student Research Committee (SRC). The Ph.D. course work must be completed within the first two semesters of joining the programme.

Every Ph.D. student must complete the following mandatory courses.

- a) Research Methodology – 3 Credit Course (Credit only course)
- b) Research and Publication Ethics - 2 Credit course (Credit or audit course)
- c) Quantitative Research Method – minimum 2 Credit course from the list of quantitative methods course as prepared by the respective DRC/CRC

There are additional mandatory courses for students registering in some of the departments. Ph.D. students may also opt for ‘Communication Skills’, a non-mandatory course. Other advanced level courses from the list of courses offered for Master’s Programmes may also be prescribed by SRC after considering the student’s background in relation to the proposed topic of research.

Stage II - Research proposal defense and research work:

- A student will be permitted to appear for defending his/her research proposal only after he/she has completed the Ph.D. course work as decided by the SRC.
- As a part of the research proposal defence, a draft research proposal must be prepared in the prescribed format by the student in consultation with the Supervisor(s).
- The Supervisor will schedule the research proposal defence.
- After a satisfactory defence, the student will submit his/her final research proposal and related documents to the DRC/CRC with due approval from the Supervisor. The final research proposal must be submitted to the DRC/CRC within a period of 24 months from the date of registration to the Ph.D. programme.
- During the Ph.D. programme, the student shall appear before the SRC at least once in each semester to make a presentation of the progress of his/her work. This process will continue until thesis submission.

Stage III- Thesis submission:

A Ph.D. student may submit his/her thesis, in the prescribed format, at any time provided that he/she has completed the minimum period of registration and complied with all the necessary requirements as specified in “TERI School of Advanced Studies Ph.D. Regulations-2019” (and

subsequent amendments). Prior to the thesis submission, the student shall make a presentation in the Department. A Ph.D. student must submit his/her thesis within the stipulated period, failing which his/her registration will be considered null and void.

University Wide List of Available Courses Under Quantitative Method Category

- Environmental Statistics (3 credits)
- Probability and Statistics (4 credits)
- Statistical Methods for Management (3 credits)
- Advanced Statistical Methods for Management (2 credits)
- Multivariate Data Analysis (3 credits)
- Econometrics (4 credits)
- Advanced Econometrics (4 credits)
- Time Series and Regression Analysis (4 credits)
- Quantitative Analysis for Development Practice (3 credits)
- Spatiotemporal Data Analysis (3 credits)

Annexure-3

Course title: Minor Project					
Course code: PPM 100		No. of credits: 6	L-T-P: NA	Learning hours: NA	
Pre-requisite course code and title (if any): NA					
Department: Department of Business & Sustainability					
Course Coordinator: Minor Project Coordinator			Course Instructor: Assigned supervisor(s)		
Contact details: email of assigned supervisors					
Course type: Core			Course offered in: Semester III		
Course description					
<p>The course offers a practical learning approach, guided by real business-related problems. During the minor project, a student should work as an intern at least for 6 weeks at the project location/corporate sector and gain on-job training. The primary focus of the project is to enable students to deal with business/industry-related problems through supervised self-learning approach. Based on the need of the interning organization, the students should work on specific thematic areas like finance, economics, sustainability, CSR, business, management, policy & regulations during the internship. The students should identify the problem(s), review literature, analyze data/information, derive inferences from the information and/or complete similar other tasks assigned by the host organizations. The students are expected to implement their classroom learning's, managerial skills for the preparation of the minor project report.</p>					
Course objectives					
<ul style="list-style-type: none"> ▪ To develop the experience to work in corporate/industries as a team to meet the deadlines and targets; ▪ To train students to use analytical skills and knowledge for addressing problems/challenges in contemporary areas business, management and its sustainability; ▪ To impart skills and training relevant to the specific areas of business and management; ▪ To enable the students to execute independent research work and to solve real business-related problem. 					
Course contents					
Module	Topic	L	T	P	
1	<ul style="list-style-type: none"> • Broad problem identification on thematic area in consultation with the host industry/organization • Define overall aims and objective and relevant research questions and research objectives to be addressed 	NA	NA	NA	
2	<ul style="list-style-type: none"> • Define methodology to be followed and identify materials/tools to be used for achieving each objective; • Systematic review of literature, internal or external reports etc. relevant on the specific problem and create benchmark 	NA	NA	NA	
3	<ul style="list-style-type: none"> • Data collection/ system design/modeling/field survey/experimental or other relevant work depending on the objectives; • Analysis and interpretation of the findings/results/data 	NA	NA	NA	

	<ul style="list-style-type: none"> Developing overall conclusion based on inferences and findings and enlisting the limitations of the work. 			
	Total			

Evaluation criteria

- Test-1: Presentation & Viva – 50%
- Test-2: Dissertation - 50%

Learning outcomes

- Develop an understanding of problems/challenges in contemporary areas of business, management, finance and economics.
- To gain necessary skills through on-job training on various aspects such as problem identification, analyse data, report writing, teamwork etc.
- To effectively communicate and demonstrate the learning through structured thesis/dissertation and oral presentation

Pedagogical approach

Self-learning; discussion with the supervisors; interaction with experts; field work etc.

Materials

Peer-reviewed journal articles
 Reputed conference proceedings
 Reports related to the specific project
 Learning materials provided by the host organization

Additional information (if any)

A detailed guideline along with important dates and format will be notified by the department, in advance, with other relevant details.

If there is any change in evaluation criteria/policy, it will be updated in the guideline every year. Dissertation submission and schedule of presentation will be coordinated by Project coordinators.

- If plagiarism is detected using plagiarism checking software (e.g., Turnitin), it will be referred to the MPEC (comprising of supervisors and faculty members), which would take a decision and penalty to be imposed/disciplinary action to be taken. The guidelines for the MPEC are as follows:

Levels of Plagiarism	Percentage of similarity	Maximum percentage marks to be deducted from dissertation/thesis
Level 3	> 60%	Students' registration to the program stands cancelled
Level 2	> 40% ≤ 60%	Student repeats the course next year
Level 1	> 10% ≤ 40%	The student is required to resubmit the report after necessary changes within the deadline
Level 0	≤ 10%	0%

- The students scoring less than or equal to 50% (or ≤ 50%) overall marks in the evaluation would be considered to have failed in this course. Grading of the Minor Project will be absolute in nature and would be done as per the

following criteria:

> 90	A+
>80 & ≤ 90	A
>70 & ≤80	B+
>60 & ≤70	B
>50 & ≤60	C+
>45 & ≤50	C
>40 & ≤45	D
≤40	F

Student responsibilities

Timeline adherence, Discipline; Research Ethics etc.

Prepared by: Montu Bose

Course Reviewers:

Prof. Pinaki Dasgupta, IMI Delhi

Dr. Santosh Pandey, Cofounder, Nihilent Technologies

Course title: Major Project				
Course code: PPM 102		No. of credits: 14	L-T-P: NA	Learning hours: NA
Pre-requisite course code and title (if any): NA				
Department: Department of Business & Sustainability				
Course Coordinator: Major Project Coordinator			Course Instructor: Assigned supervisor(s)	
Contact details: email of assigned supervisors				
Course type: Core			Course offered in: Semester IV	
Course description				
<p>The course offers a practical learning approach, guided by real business-related problems. During the major project, a student should work as an intern at least for 15 weeks at the project location/corporate sector and gain on-job training. The primary focus of the project is to enable students to deal with business/industry-related problems through supervised self-learning approach. Based on the need of the interning organization, the students should work on specific thematic areas like finance, economics, sustainability, CSR, business, management, policy & regulations during the internship. The students should identify the problem(s), review literature, analyse data/information, derive inferences from the information and/or complete similar other tasks assigned by the host organizations. The students are expected to implement their classroom learning's, managerial skills for the preparation of the major project report.</p>				
Course objectives				
<ul style="list-style-type: none"> ▪ To develop the experience to work in corporate /industries as a team to meet the deadlines and targets; ▪ To train students to use analytical skills and knowledge for addressing problems/challenges in contemporary areas business, management and its sustainability; ▪ To impart skills and training relevant to the specific areas of business and management; ▪ To enable the students to execute independent research work and to solve real business-related problem. 				
Course contents				
Module	Topic	L	T	P
1	<ul style="list-style-type: none"> • Broad problem identification on thematic area in consultation with the host industry/organization • Define overall aims and objective and relevant research questions and research objectives to be addressed 	NA	NA	NA
2	<ul style="list-style-type: none"> • Define methodology to be followed and identify materials/tools to be used for achieving each objective • Systematic review of literature, internal or external reports etc. relevant on the specific problem and create benchmark 	NA	NA	NA
3	<ul style="list-style-type: none"> • Data collection/ system design/modeling/field survey/experimental or other relevant work depending on the objectives • Analysis and interpretation of the findings/results/data 	NA	NA	NA

	<ul style="list-style-type: none"> Developing overall conclusion based on inferences and findings and enlisting the limitations of the work. 															
	Total															
Evaluation criteria																
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Learning outcomes																
<ul style="list-style-type: none"> Develop an understanding of problems/challenges in contemporary areas of business, management, finance and economics. To gain necessary skills through on-job training on various aspects such as problem identification, analyse data, report writing, team-work etc. To effectively communicate and demonstrate the learning through structured thesis/dissertation and oral presentation 																
Pedagogical approach																
Self-learning; discussion with the supervisors; interaction with experts; field work etc.																
Materials																
Peer-reviewed journal articles Reputed conference proceedings Reports related to the specific project Learning materials provided by the host organization																
Additional information (if any)																
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	Level 0	$\leq 10\%$	0%
<p>•The students scoring less than or equal to 50% (or $\leq 50\%$) overall marks in the evaluation would be considered to have failed in this course. Grading of the Major Project will be absolute in nature and would be done as per the following criteria:</p>			
	> 90	A+	
	>80 & ≤ 90	A	
	>70 & ≤ 80	B+	
	>60 & ≤ 70	B	
	>50 & ≤ 60	C+	
	>45 & ≤ 50	C	
	>40 & ≤ 45	D	
	≤ 40	F	
<p>Student responsibilities Timeline adherence, Discipline; Research Ethics etc.</p>			

Prepared by: Montu Bose

Course Reviewers:

Prof. Pinaki Dasgupta, IMI Delhi

Dr. Santosh Pandey, Cofounder, Nihilent Technologies

Course title: Minor Project				
Course code: BSI 102		No. of credits: 6	L-T-P: NA	Learning hours: NA
Pre-requisite course code and title (if any): NA				
Department: Department of Business & Sustainability				
Course Coordinator: Minor Project Coordinator			Course Instructor: Assigned supervisor(s)	
Contact details: email of assigned supervisors				
Course type: Core			Course offered in: Semester III	
Course description				
<p>The course offers a practical learning approach, guided by the real business-related problems. During the minor project, a student should work as an intern at least for 6 weeks at the project location/corporate sector and gain on-job training. The primary focus of the project is to enable students to deal with business/industry-related problems through supervised self-learning approach. Based on the need of the interning organization, the students should work on specific thematic areas like finance, logistics & supply chain, public-private partnership and policy & regulations related to infrastructure sector during the internship. The students should identify the problem(s), review literature, analyse data/information, derive inferences from the information and/or complete similar other tasks assigned by the host organizations. The students are expected to implement their classroom learning's, managerial skills for the preparation of the minor project report.</p>				
Course objectives				
<ul style="list-style-type: none"> ▪ To develop the experience to work in corporate /industries as a team to meet the deadlines and targets; ▪ To train students to use analytical skills and knowledge for addressing problems/challenges in the infrastructure sector; ▪ To impart skills and training relevant to the specific areas of Infrastructure-business; ▪ To enable the students to execute independent research work and to solve real business-related problem. 				
Course contents				
Module	Topic	L	T	P
1	<ul style="list-style-type: none"> • Broad problem identification on thematic area in consultation with the host industry/organization • Define overall aims and objective and relevant research questions and research objectives to be addressed 	NA	NA	NA
2	<ul style="list-style-type: none"> • Define methodology to be followed and identify materials/tools to be used for achieving each objective • Systematic review of literature, internal or external reports etc. relevant on the specific problem and create benchmark 	NA	NA	NA
3	<ul style="list-style-type: none"> • Data collection/ system design/modelling/field survey/experimental or other relevant work depending on the objectives 	NA	NA	NA

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Pedagogical approach																			
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> 90	A+
>80 & ≤ 90	A
>70 & ≤ 80	B+
>60 & ≤ 70	B
>50 & ≤ 60	C+
>45 & ≤ 50	C
>40 & ≤ 45	D
≤ 40	F

Student responsibilities

Timeline adherence, Discipline; Research Ethics etc.

Prepared by: Montu Bose

Course Reviewers:

Prof. Pinaki Dasgupta, IMI Delhi

Dr. Santosh Pandey, Cofounder, Nihilent Technologies

Course title: Major Project				
Course code: BSI 106		No. of credits: 14	L-T-P: NA	Learning hours: NA
Pre-requisite course code and title (if any): NA				
Department: Department of Business & Sustainability				
Course Coordinator: Major Project Coordinator			Course Instructor: Assigned supervisor(s)	
Contact details: email of assigned supervisors				
Course type: Core			Course offered in: Semester IV	
Course description				
<p>The course offers a practical learning approach, guided by real business-related problems. During the major project, a student should work as an intern at least for 15 weeks at the project location/corporate sector and gain on-job training. The primary focus of the project is to enable students to deal with business/industry-related problems through supervised self-learning approach. Based on the need of the interning organization, the students should work on specific thematic areas like finance, logistics& supply chain, public-private partnership and policy & regulations related to infrastructure sector during the internship. The students should identify the problem(s), review literature, analyse data/information, derive inferences from the information and/or complete similar other tasks assigned by the host organizations. The students are expected to implement their classroom learning's, managerial skills for the preparation of the major project report.</p>				
Course objectives				
<ul style="list-style-type: none"> ▪ To develop the experience to work in corporate /industries as a team to meet the deadlines and targets; ▪ To train students to use analytical skills and knowledge for addressing problems/challenges in the infrastructure sector; ▪ To impart skills and training relevant to the specific areas of Infrastructure-business; ▪ To enable the students to execute independent research work and to solve real business-related problem. 				
Course contents				
Module	Topic	L	T	P
1	<ul style="list-style-type: none"> • Broad problem identification on thematic area in consultation with the host industry/organization • Define overall aims and objective and relevant research questions and research objectives to be addressed 	NA	NA	NA
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3	<ul style="list-style-type: none"> • Data collection/ system design/modeling/field survey/experimental or other relevant work depending on the objectives 	NA	NA	NA

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	Total			
Evaluation criteria				
<ul style="list-style-type: none"> ▪ Presentation and viva (30%) ▪ Dissertation (40%) ▪ Timeline adherence (10%) [Consisting of: joining report (1%), synopsis (1%), progress report-1,2 & 3 (1% each), feedback Final draft for presentation (2%), final dissertation (3%)] ▪ Feedback from the Host Organization/Supervisor (20%) 				
Learning outcomes				
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Pedagogical approach				
Self-learning; discussion with the supervisors; interaction with experts; field work etc.				
Materials				
Peer-reviewed journal articles Reputed conference proceedings Reports related to the specific project Learning materials provided by the host organization				

Additional information (if any)

A detailed guideline along with important dates and format will be notified by the department, in advance, with other relevant details.

If there is any change in evaluation criteria/policy, it will be updated in the guideline every year.

Dissertation submission and schedule of presentation will be coordinated by Project coordinators.

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Student responsibilities

Timeline adherence, Discipline; Research Ethics etc.

Prepared by: Montu Bose

Course Reviewers:

Prof. Pinaki Dasgupta, IMI Delhi

Dr. Santosh Pandey, Cofounder, Nihilent Technologies