

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

Dated: August 6, 2021

Mode: Both offline & online (through MS Teams)

Members:

Prof. Vivek Suneja (Online)

Prof. CP Gupta (Online)

Prof. Manipadma Datta

Dr. Shruti Rana Sharma (Online)

Dr. Montu Bose

Dr. Shikha M Shrivastav (Invitee)

Agenda:

1. Course credit alignment of MBA (Sustainability Management) programme;
2. Consistency of credit learning hour for the Major Project;
3. Total credit requirement for MBA (Sustainability Management) degree;

Minutes

Agenda #1:

Following the UGC guidelines, it is recommended to increase the learning hour from 14 hours to 15 hours for one credit (for practical it should be 30 hours for one credit). Accordingly, all courses of MBA (Sustainability Management) have been reviewed. A summary of changes in the Lecture-Tutorial-Practical hour for each course with justification has been added in the annexure-1. The detailed course outlines with all the changes have been presented in the annexure- 2.

Following semester wise course details have been recommended by the BoS members -

Year	Courses	Credits	Duration
First Year			
1 st Semester	9 core courses	23	15 weeks
2 nd Semester	9 core courses	21	15 weeks
Summer Break	Minor Project	6	6 weeks at project location
Second Year			
3 rd Semester	4 core courses & 3 elective courses	15	15 weeks
4 th Semester	Major project	16	Around 15 weeks at the location of the project

Montu Bose.

However, it is observed that the course load in the 1st and 2nd semesters is too high. It is recommended to shift one course from each semester (1st & 2nd) to the 3rd semester. Additionally, it is recommended that for each semester 15 weeks should be exclusively allotted for teaching only. Minor exams (or any test within the semester) should not be included within the allotted 15 weeks.

It is also recommended to drop the course titled “Business, natural ecosystems and community” as it is repeating most of the modules covered under other courses. Therefore, the new course structure for each semester should be – Semester-1 (8 courses), Semester-2 (8 courses) and Semester-3 (5 core & 3 elective courses).

Agenda #2:

As advised by the Academic Council (49th AC), consistency in learning hour and credit allocation for the major project has been discussed in the BoS meeting. The BoS advised and recommended to keep the duration of the Major Project to 15 weeks. It should not be 16 weeks as proposed by the Heads & Deans (meeting dated 22nd July 2021). However, the credit for the major project could be 16. The outline for the major project as recommended by the committee is available at the annexure- 3.

Agenda #3:

Due to change in the credits of the major project (from 14 credits to 16 credits), the minimum credits required for the MBA (Sustainability Management) degree is now 81 credits (as illustrated above).



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



Chairman, Board of Studies
Department of Business & Sustainability

Annexure-1

Sl. No.	Course Tittle	Credits	Old LTP	New LTP	Current teaching hours	Revised teaching hours	Remarks
1	Principles and concepts of sustainability	2	20-08-00	20-10-00	28	30	As new CSR policies and regulations have been introduced by the government, study the impact of such policies are very important for the corporates. To develop a better understanding on these issues one hour of tutorial class has been added with module-6 & 7.
2	Fundamentals of management	2	28-00-00	28-02-00	28	30	Have incorporated two case studies one to discuss real life challenges managers face in current business environment and second to make the students understand the Decision making process.
3	Marketing management	3	42-00-00	42-02-02	42	45	Have incorporated two guest lecture (P-2) from Industry expert to discuss Branding decisions in Topic 17 and Strategic decision in Topic 5. To make the students understand the application of strategy have introduced a Case Study(T-2)in Topic -6.
4	Managerial economics	3	32-10-0	35-10-00	42	45	The additional hours are added to Module 4 & 5. Given the detailed content of the topics, these modules require more time; These modules also contain more practical elements such as auctions, regulation of monopolies, search costs, principal agent problem etc., additional hours are justified and could possibly be employed to discuss case studies.
5	Sustainability reporting	2	18-10-0	20-10-00	28	30	As India has developed its own reporting framework and Integrated reporting is becoming very important in every business organizations. Therefore, students should know these topics and framework clearly. One hour has been increased in module-5 and 6 for this.
6	Business communication	3	42-0-0	45-00-00	42	45	Few years ago, it was agreed in principle to include personal development (PD) with this course. It would specifically, help the students to write job applications, CVs and prepare for the interviews. With the technological development, it has become very important to develop these skills too. A new module has been developed for it (module-15).
7	Statistical methods for management	3	28-14-0	28-17-00	42	45	While teaching the course, every time students ask for problems to solve in the class and use them to take necessary decisions for the businesses. To accommodate it, 2 hours has been added as tutorial in module-4 and one hour as tutorial in module-8.
8	Corporate accounting and reporting	3	28-14-0	28-17-00	42	45	2 hours has been increased in Case studies to give more practical knowledge and develop problem solving skills and 1 hour has been added in Module 1 for tutorial on Accounting Equation.
9	Business ethics	2	28-0-0	30-00-00	28	30	In module-5, 2 hours have been added. Many B-Schools are offering courses on cross-cultural communications to sensitize students to work in MNCs with multi-lingual and ethnic people. To accommodate it, a topic on “Understanding diversity, inclusion and equity in business organizations” has been added.

Sl. No.	Course Title	Credits	Old LTP	New LTP	Current teaching hours	Revised teaching hours	Remarks
1	Organizational behaviour and leadership	2	28-0-0	26-04-00	28	30	over time it is realized that module 9 doesn't need 8 hours. The content could be completed within 6 hours; to increase team and communication related activities in the classroom, tutorial time has been increased by one hour each for the module- 6 & 7.
2	Qualitative research methods in management	2	28-0-0	27-00-06	28	30	over the years, it has come out from the students' feedback that there should be some practical exposure for the course. The faculty also thinks that the module-4 could be completed within 7 hours. Given this, 6 practical hours have been allocated to conduct a small qualitative study for the course for the same module.
3	Corporate social responsibility	2	20-08-00	21-08-02	28	30	Have incorporated two guest lecture(P-2) from Industry expert on Integrating CSR into business Topic-3 and on Impact Assessment framework in Topic -4. Have also added one more lecture hour in Measuring CSR topic.
4	Advanced statistical methods for management	2	20-08-00	20-10-00	28	30	To teach the students the application of dummy variable and panel data method in business previously allocated time was not enough. One hour as tutorial has been included in module- 2 & 7. Additionally, the faculty believe, the hours allocated in the course is not enough to justify each topic. Some practical and hands-on training should also be given.
5	Strategies for sustainable business	3	42-0-0	42-03-00	42	45	Have incorporated three case study (T-3). Two in Topic 7 for better understanding of Strategic analysis and Choice and one in Topic-9 for understanding Balance scorecard approach.
6	Management information systems	2	22-06-00	24-06-00	28	30	Topic Information system security issue and control add in module increasing lecture hours by 2.
7	Macroeconomic Environment	3	32-10-0	32-13-00	42	45	As international trade is increasing day-by-day. The students need more exposure to international trade and the role of government in such open economies. To provide more practical exposure through examples and cases, 2 hours has been added in module-7 and one hour in module -8 as tutorial.
8	Corporate finance	3	31-11-0	31-14-00	42	45	2 hours has been increased in Case studies to give more practical knowledge and develop problem solving skills and 1 hour has been added in Module 3 Risk and Return topic for tutorial.
9	Legal aspects of business	2	24-4-0	24-06-00	28	30	Have incorporated one case study (T-1) in Topic 2 of Competition law and One case study of legal firm to make the students understand the nuances of Company law in Topic -3.

Sr. No.	Course Title	No. of Credits	Old LTP	New LTP	Current teaching hours	Revised teaching hours	Remarks
1	Business, natural ecosystems and community	2	20-08-00	22-08-00	28	30	Have added two extra sessions (L-2) on Impact assessment of Business projects and Sustainable Livelihood development.
2	Entrepreneurship	2	15-13-00	15-14-20	28	30	Have incorporated two Guest lectures (P-2).Will be calling Entrepreneurs to give insights to students on Topic -2 , how to improve creativity and Innovation in Business and on Topic-3 , How to create a Business Plan. One case study on social entrepreneurship has been added.
3	Accounting and finance for sustainability	3	33-09-00	33-12-00	42	45	a two-hour tutorial added to use expose students for analysing a report (module-6); one-hour tutorial is added to provide an overall exposure to construction of such indices (module-13).
4	Minor Project	6		NA			
5	Supply chain management	2	28-0-0	28-02-00	28	30	Have incorporated one case study(T-1) for discussion on Logistic Network configuration & Policy Procedures in Topic-4 and one case study on Greening of Supply chain – Challenges and opportunities
6	Social Entrepreneurship	2	16-12-0	16-14-00	28	30	2 Practical Sessions are added in Module 5 Clarify Intent for the topic Personal Business Model Canvas
7	Business to business marketing	2	28-0-0	30-00-00	28	30	Module 3: Marketing Strategy has many layers and established models. 3 hours of teaching is required to develop B2B Marketing Strategy formulation in the students based on these models. The case study can also be discussed more intensely. Module 11: B2G marketing is evolving very rapidly in India with the adoption of technologies and platforms like – GEM (Government e-Marketplace). 2 hours will allow discussion on all the dimensions of B2G Marketing in detail.
8	Corporate governance	2	28-0-0	28-02-00	28	30	2 hours tutorial has been added in module-9 to discuss various CG issues in India.
9	Health finance	3	34-8-0	34-11-00	42	45	Due to spread of the Corona pandemic, it has become important to study the impact of the disease on health policies of the country and her states. How far the countries could achieve the UHC goals has become very important to study in this context. To discuss such issues 3 hours of tutorial class have been added in module-6.
10	Financial intermediaries, institutions and regulations	2	28-0-0	28-02-00	28	30	A new module 14 has been introduced as Case study to give real life exposure to students about the various topics covered in the Course.
11	International financial management	2	28-0-0	30-00-00	28	30	1 Hour has been added in Module 3 to stress more on the topic of determination of Foreign Exchange Rates and another hour has been added in Module 7 -Cost of Capital, CAPM and Capital Structure for MNCs to discuss this with the help of a Case Study
12	Design thinking	2	10-18-0	12-18-00	28	30	2 hours lecture has been added in the module -4 to discuss various concepts.
13	Security analysis and portfolio management	2	28-0-0	28-02-00	28	30	1 Hour each has been added to Module 6 and Module 7 as Tutorial for discussion on the practical aspects of these topics to gain better insights and understanding.

14	Consumer behaviour	2	28-0-0	28-02-00	28	30	Have incorporated two Case studies (T-2) for discussion. The case studies will be in the Topic-1 on giving students an overview of Consumer Behaviour and in Topic-8 on Consumer decision making process.
15	Brand management	2	28-0-0	28-02-00	28	30	Have incorporated one case study (T-1) in Topic-1 for better understanding of concepts of brand equity. Will be having another case study in Topic-3 on designing and implementation of Marketing plans by an Industry expert (Brand Manager).
16	Production and operations management	3	35-07-0	38-07-00	42	45	3 Lectures has been increased in Module 4 to give better and detailed understanding of the topic and also to discuss some real life examples and case
17	Derivatives and risk management	2	28-0-0	28-02-00	28	30	A new module 13 has been introduced as Case study to give real life exposure to students about the various topics covered in the Course.
18	Integrated impact assessment	3	34-08-0	36-09-00	42	45	1 lecture and 1 tutorial hour increased in module 3 to give more emphasis on the tools & techniques for HIA as well as SIA & NRM; 1 lecture hour increased in module 9 to give more emphasis on Impact prediction & analysis as well as EIA inputs to development planning

Annexure-2

Course title: Principles and Concepts of Sustainability				
Course code: MPP 163	No. of credits: 2	L-T-P distribution: 20-10-00	Learning hours: 30	
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 <p>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.</p> <p>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.</p>				
Course objectives <ol style="list-style-type: none"> 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.	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	2	0
7	Pro-poor development the students will work with developing principles of business engagement with poor communities	2	2	0
	Total	20	10	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: Fundamentals of Management						
Course code: PPM 175		No. of credits: 2	L-T-P distribution: 28-02-0			
Learning hours: 30						
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 I			
Course description The purpose of management education is to provide all round knowledge, theoretical and practical, that adds value to any managerial decision a person takes in the interest of whoever she or he is serving. It is all pervasive and not just limited to the corporate or business sector. The job of a manager is to get the best out of people and enable them to get the best out of resources. However, this is easier said than done; it requires knowledge and experience. This course will provide students an understanding of basic theories and concepts of management while exploring the role of a manager in various forms of organizations. Based on readings followed by class debates and discussions, the purpose is to generate food for thought for understanding and evaluating the evolution of management thought as well as shaping of contemporary management practices affected by factors like organizational structure, culture, communication patterns as well as the macro-business environment.						
Course objectives The objectives are: <ul style="list-style-type: none">· To impart knowledge about different forms of organizations, and changing roles and responsibilities of a manager· To explain and discuss historical evolution of management thought and contemporary management approaches· To explore managerial challenges in different organizations and discuss choices and appropriate strategies						
Course content						
Module	Topic			L	T	P
1.	Understanding an Organization and Forms of Organizations			2	-	-
2.	Introduction to Business and Management with an emphasis on Tripple-Bottom Line Approach			2	-	-
3.	Philosophical Foundation of Management; Evolution of Management Thought – Historical Trajectory; Traditional and Contemporary Perspectives			4	-	-
4.	Functions, Roles, and Skills of Managers; Real-life Challenges including authority types, flows and responsibility; Comparison with a World Without Management			4	1	0
5.	Management of different forms of organizations including family owned businesses, platforms, networks including blockchains; managing inter-firm linkages			4	-	-
6.	Decision Making- Understanding and Solving Complex Problems; Bounded Rationality, Escalation of Commitment, Decision-Making Errors; the Implementation Challenge with reference to Sustainable Development			4	1	-
7.	Managing the Business Environment with reference to economic, social, cultural, political, and global issues			3	-	-
8.	Organizational Structure and Culture: Meaning, Impact and Inter-relationship			2	-	-
9.	AI/Analytics and the changing role of Managers			3	-	-
	Total			28	2	0
Evaluation criteria <ul style="list-style-type: none">▪ Test 1: Presentation 30%▪ Test 2: Assignment 30%▪ Test 3 (End-Term Exam) 40%						
Test 1 (at the end of module 4) Structure: The students will be required to identify an organization in consultation with the course instructor and make a presentation covering the following aspects (a) about the organization- name, size, leadership, local/global presence, type of business operations etc. (b) critical review of the structure based on internal factors like centralization or						

decentralization of power, delegation of authority, communication channels, span of management etc. as well as external issues like competition, political environment, socio cultural constraints etc.

Parameters: The parameters for evaluation would include identification of the organization, method, understanding of theoretical base, rigor in review of data, logic of arguments and relevance of conclusions, presentation structure, formatting and timeliness. Equal weightage will be given to all the six components.

Test 2 (at the end of module 6)

Structure: The students will be required to analyze two case-studies distributed by the course instructor and submit a written assignment (6-8 pages, Times New Roman, 12-point font size, 1.5 line spacing). The analysis would include (a) identification of problem and (b) appropriate strategies to deal with the problem.

Parameters: The parameters for evaluation will be analytical ability, originality, logic of argument, timeliness, structure & formatting. Weightage for these five components would be equal.

Test 3 End-Term Exam (at the end of all modules)

This will be an open book exam based on all the modules covered in the class.

Learning outcomes

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

- Demonstrate an understanding of different organizations and associated managerial challenges (Test 1 and 2)
- Apply different approaches in the context of real-life challenges (Test 1 and 2)
- Ability to assimilate and critically evaluate basic theories and concepts of management (Test 1, 2 and 3)

Pedagogical approach

The course will be delivered through lectures, discussions based on suggested readings, games, and presentations. The students will be required to prepare suggested readings in advance to discuss the module-wise topics in the class.

Materials

Reading material to be suggested by faculty.

Books:

Koontz, H and Weihrich, H, Essentials of Management, Tata McGraw Hill Robbins, SP and Coulter, M, Management, Prentice Hall

Koontz, H, Principles of Management, Tata McGraw-Hill Drucker, PF, Management, Harper Collins

Suggested Readings:

Books

Kahneman, D (2013). Thinking Fast and Slow, Farrar, Straus and Giroux. Mintzberg, H (2003). Managers not MBAs, Berrett-Koehler.

Pink, DH (2011). Drive, Riverhead Books.

Stone, D, Patton, B, and Heen, S (2011). Difficult Conversations, Penguin Books. Wallace, A and Catmull, E (2014). Creativity Inc, Transworld Publishers.

Papers/Articles

Backer, PR (1998). Scientific Management. Available at: www.engr.sjsu.edu/pabacker/scientific_mgt.htm. Bell, K (2016). The Management Ideas that Mattered Most in 2016. Available at: <https://hbr.org/2016/12/the-management-ideas-that-mattered-most-in-2016>

Buckingham, M (2005). What Great Managers Do? Available at <https://hbr.org/2005/03/what-great-managers-do>.

Drucker, P (2005). Managing Oneself. Available at <https://hbr.org/2005/01/managing-oneself>

Gino, F (2016). Let Your Workers Rebel. Available at:

https://www.hbs.edu/faculty/Publication%20Files/Let%20your%20workers%20rebel_b87d0da9-de68-45be-a026-22dee862e6e4.pdf

Hoopess, J (2003). False Prophets: The Gurus Who Created Modern Management and Why Their Ideas are Bad for Business Today. Available at <https://www.tandfonline.com/doi/abs/10.1177/1744935906060627>

Milkman, KL, Chugh, D and Bazerman, MH (2008). How can decision making be improved? Available at: <http://www.hbs.edu/faculty/Publication%20Files/08-102.pdf>

Mintzberg, H (1990). Manager's Job: Facts and Folklore. Available at:

<http://rafael.glendale.edu/ppal/Busad%20101/mintzbergmar1990.pdf>

Oncken, W and Wass, D (1999). Management Time: Who's Got the Monkey? Available at:

<https://hbr.org/1999/11/management-time-whos-got-the-monkey>

Scott, WG and Hart, DK (1971). The moral nature of man in organizations: a comparative analysis, Academy of Management Journal. Available at: <https://journals.aom.org/doi/abs/10.5465/255310>

Simha, A and Lemak, DJ (2010). The Value of Original Source Readings in Management Education: The Case Of

Frederick Winslow Taylor. Available at <https://www.emeraldinsight.com/doi/abs/10.1108/17511341011030129> Zengar, J and Folkman, J (2018). Why the Most Productive People Don't Always Make the Best Managers? Available at: <https://hbr.org/2018/04/why-the-most-productive-people-dont-always-make-the-best-managers>

Additional information (if any)

Student responsibilities

Prepared by: Ritika Mahajan & Shruti Rana Sharma

Course reviewers:

1. Dr Vinay Sharma, IIT Roorkee
2. Dr Kumkum Bharti, IIM Kashipur

Course title: Marketing Management					
Course code: PPM 196		No. of credits: 3	L-T-P distribution: 42-02-02		
Learning hours: 45					
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 I		
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 processTo 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-mixTo sensitize the students about new developments like Multichannel and Omni channel marketingTo develop the ability to formulate a marketing plan					
Course content					
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	1
6.	Application and Evaluation of Strategy BCG Matrix Nokia’s Strategy Derrick’s Ice Cream Company		2	2	0
7.	Understanding Customer – Customer Value What have you done for me lately?		1	0	0

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	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	1
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	2	2

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

Evaluation criteria

- **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 Test** 40% (Written examination covering the entire course)

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.

Case Study discussion: A case may be studied keeping in mind the following:

1. a problem definition statement, which identifies the key issues facing management (not more than a few lines);
2. the objectives
3. alternative plan of action
4. an analysis 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 detailed recommendations and suggestions for their implementation, including how to overcome any potential issues of implementation identified by the analysis.

Learning outcomes:

After attending this course, students will be able to:

- 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)

Pedagogical approach

- 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

Course Reviewers:

Dr. Ritika Mahajan, MNIT, Jaipur

Prof. Asif Zameer, FORE School of Management

Course title: Managerial Economics				
Course code: PPM 148	No. of credits: 3	L-T-P distribution: 35-10-0	Learning hours: 45	
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 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. The course would provide the base for macroeconomics, organizational behavior, marketing, finance and strategic management.				
Course objectives The course objectives are; <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	9	4	0
5.	Economics of Information Search costs Asymmetric information and adverse selection Information and moral hazard Market signaling Switching costs Principal agent problem	8	0	0
	Total	35	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: Sustainability Reporting				
Course code: PPM 168	No. of credits: 2	L-T-P distribution: 20-10-00		Learning hours: 30
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 Sustainability reporting is the practice adopted by organizations for measuring, communicating, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development. ‘Sustainability reporting’ is a broad term considered synonymous with others used to describe reporting on economic, environmental, and social impacts (e.g., triple bottom line, corporate responsibility reporting, etc.). As the stakeholders like government agencies, employees, investors, financial institutions, community, NGOs, consumers, etc. have become more demanding and are asking the companies to disclose information on its social, environmental and economic impacts, it has become necessary for the companies to communicate and engage all these stakeholders in the decision-process and hence sustainability reporting has emerged to be an important tool for stakeholder engagement and communication.				
Course objectives <ul style="list-style-type: none">• To familiarize students with the rationale and process of sustainability reporting• To equip students with the sustainability practices in Indian /Multinational firms• To impart knowledge about sustainability guidelines, frameworks and standards and enable them to manage sustainability reporting process of a firm				
Course content				
Module	Topic	L	T	P
1.	Introduction to Sustainability Reporting The concept of Environment, Business and Society, Sustainability and the Role of Corporation, The Triple Bottom Line Approach to Business, Role of financial and non-financial disclosures and reporting What is sustainability Reporting, Need and benefits for Sustainability Reporting, Sustainability Report as a tool for sustainability risk assessment and stakeholder communication on sustainability performance. Case: Green IT at Wipro	2	0	0
2.	Monitoring and Measuring Sustainability Performance Establishing a sustainability management framework based of policy, system and procedures. Measuring, monitoring and improving sustainability performance. Establishing sustainability indicators and developing goals for organization Case: Sustainability at Millipore	4	0	0
3.	Sustainability related management standards and Indices GRI Standards, Framework: disclosure requirements, Performance Indicators [Economic, Environmental, Labour Practices, Human Rights, Society, Product Responsibility] UN Global compact; OECD guidelines for Multinational Enterprises; The CERES Principles; Social Accountability 8000; Ethical Trading Initiative’s Base Code; ICC OECD principles of Corporate Governance, ISO9001 Quality Management Standard; ISO 14001 Environmental Management System Standard; ISO 26000 Social responsibility Guidance Standard; OHSAS 18001; SIGMA Management Framework; AS8000-8004; IFC Social and Environmental Management System; SA8000; ISO27000 and 28000 Security management System Standards; ISO 50001 Energy Management System; Dow Jones Sustainability Index; FTSE4Good Indices; Domini Social Index; Ethibel Sustainability Index; BSE Greenex, Science based Targets Case: Dow-Chemicals	6	4	0
4.	Planning a Sustainability Report Analysis and Research; Prerequisites of a sustainability Report, structure of a sustainability Report, The concept of sustainability Indicators, stakeholder Engagement including identification, mapping and prioritization, Indicator development (including performance measurement and monitoring) and materiality assessment information for inclusion in sustainability report, writing and designing the report Verification and Assurance of Sustainability Reports (Assurance Standards)	2	2	0

5.	Sustainability Reporting in India Current and Future Trends in India, Role of Regulator, Institutional Framework, stakeholder Engagement, Future of Sustainability Reporting, Challenges before firms DPE Guidelines for PSUs on CSR and Sustainable Development, National Voluntary Guidelines, SEBI Guidelines, (Case Studies and Experience Sharing) Sustainability Reporting Practices by Corporate Sector (Experience sharing will be done by executives from companies from different sectors) Advocacy for Sustainability Reporting (Experience sharing by officials from GIZ, GRI)	3	2	0
6.	Integrated Reporting The IR Framework, Value creation for organization and others, the concept of capitals, The Value creation process, Guiding Principles and Materiality for Integrated Reporting Case: Novo-Nordisk: A Commitment to Sustainability Case: Natura Cosmetics, S. A	3	2	0
	Total	20	10	0
Evaluation criteria <ul style="list-style-type: none"> Test 1: Written Test – 20% Test 2: Case Analysis – 20% Test 3: Project – 20% Test 4: Written Test – 40% 				
Learning Outcome After attending the course, the student will: <ul style="list-style-type: none"> Gain ability to describe the history, need and benefits of sustainability reporting by firms (Test 1, Test 2, Case Analysis) Critically evaluate practices of sustainability reporting (Case Analysis, Test 2) Prepare sustainability reports in accordance with various guidelines, standards and frameworks (Project, Case analysis) 				
Pedagogical Approach The course will have a mix of theory and applied coursework with more practical approach. The teaching shall be done mainly through lectures/ case discussions/case presentations/exercises etc. The entire course has been divided into six modules. There will be 14 sessions (two hour each) as per the course outline. The students are also expected to work on cases as well as assignments given to them from time to time which will help them develop their analytical as well as conceptual skills. The students would be expected to solve case studies on sustainability assessments and sustainability reporting. To give them practical exposure, they would be asked to prepare a sustainability report for a selected company Both case study presentations as well as projects are group assignments. Students are expected to work in the group of 4-5 for working out case solutions. The alternative solutions from all the groups will then be discussed in class. Since there is no specified text book on sustainability, the instructor will largely depend on various articles, websites in the related area and these shall be provided to the students from time to time and will form part of class discussions. The course will also have an experience sharing module where various sustainability practitioners would be invited from industry, NGOs, PSUs to share their hands on experience on relevant topics pertaining to sustainability reporting				
Materials Rogers, Jalal & Boyd: An Introduction to Sustainable Development, PHI Learning, 2007 Singh. Triple Bottom Line Reporting and Corporate Sustainability, PHI learning, 2006 J.G. Stead & Edward Stead: Sustainable Strategic Management, M. E. Sharpe & Co., 2004. J.G. Stead & Edward Stead: Management for a Small Planet, M.E. Sharpe & Co., 2009 WebLinks: https://www.globalreporting.org/reporting/reporting-frameworkoverview/Pages/default.aspx http://www.sustreport.org/business/report/intro.html https://www.globalreporting.org/resource/library/G3.1-Guidelines-Incl-TechnicalProtocol.pdf http://www.enviroreporting.com/08.pdf http://www.tatamotors.com/sustainability/pdf/GRI-report-07-08.pdf http://www.kpcindia.com/Pdf/Business/Sustainability%20Reporting%20(Under%20GRI).pdf http://www.sustainabledevelopment.in/services/corporate_sustainability_management/activities/sustainability_reporting.html				
Additional information (if any)				
Student responsibilities: attendance as per university rules				

Prepared By: Sapna A. Narula & Montu Bose

Course Reviewers:

Dr. Yogendra Chaudhry, Ept. Head, Centre for Sustainable Development Westland Consulting, Ketek Group Inc, Canada & Chair, Public Education Division at Air and Waste Management Association, US.

Dr. Ambika Zutshi, Associate Professor, Faculty of Business and Law, Deakin University

Course Title: Business communication						
Course code: PPM 101	No. of credits: 3	L-T-P distribution: 45-00-00	Learning hours: 45			
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 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. 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. 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. Every skill gained from this course will aid the learners in developing complete confidence to communicate professionally with different audiences.						
Course objectives 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. The course aims to: * 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 I Action statements Class exercises			3		

3	Module 3: Introduction to Managerial Communication; Communication Models (a) Leadership communication (b) Emotional intelligence and cultural literacy I 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 I 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 I Fate and personal responsibility (d) Face and Face - Saving I Non – verbal communication Case study	3		
8	Module 8: Technical Communication I – Writing Effective Business Proposals, Business Letters and Memos (a) Clarity (b) Conciseness I Etiquette Class exercises	3		
9	Module 9: Technical Communication II – Planning and producing Effective Business Reports (a) Context (b) Structure I 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 I 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 I Voice control (d) Eye contact I 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 I Public relations (d) The War – book Class exercises	3		
13	Module 13: E- Communication (a) New modes of communication (b) E mail etiquette I 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 I Facilitation (d) Consensus building Self – evaluation and quiz	3		
15	Employment related communication and preparing for a job interview (a) Structure and how to write job application letters (b) Plan, organize and write a resume (c) Succeed in online and in-person interviews	3		
	Total	45	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:

- Lectures
- Illustrative cases and case discussions
- Assignments

Suggested Readings

1. Munter, Mary. *Guide to Managerial Communication*. 7th ed. Upper Saddle River, NJ: Prentice Hall, 2005. ISBN: 0131467042.

2. Harvey, Gordon. *Writing with Sources: A Guide for Students*. Indianapolis, IN: Hackett Publishing, 1998. ISBN: 0872204340.
3. Williams, Joseph. *Style: Toward Clarity and Grace*. Chicago, IL: University of Chicago Press, 1995. ISBN: 0226899152.
4. Kessler, Lauren, and Duncan McDonald. *When Words Collide: A Media Writer's Guide to Grammar and Style*. 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: Statistical Methods for Management				
Course code: BSI 175	No. of credits: 3	L-T-P distribution: 28-17-00	Learning hours: 45	
Pre-requisite course code and title (if any): Knowledge of mathematical techniques is required to understand the subject.				
Department: Department of Business and Sustainability				
Course coordinator (s):		Course instructor (s):		
Contact details:				
Course type:	Core	Course offered in: Semester I		
Course Description This course gives students an exhaustive introduction to statistical methods important in business and infrastructure. For last few decades India’s growth rate is impressive along with high competition in the economy. Economic growth, expansion of trade and business has forced to invest in infrastructure. Given this background, businessmen can no longer rely on the old system of hit-or-miss methods or leave their future on chances. They have now to proceed on scientific principles, prepare themselves for competitive markets and plan their business accordingly. The managers have therefore to depend on a variety of factors (like present labour condition, prices of raw materials etc.). All these factors are statistically taken account of before fixing the price of new commodity or services, so that it may find a suitable place in the market. This course would be offered to MBA Business Sustainability as well as MBA Infrastructure. The lectures of this course would be provided in joint class; however, tutorials classes would be separate for each programme.				
Course Objectives In the course the students would be exposed to relative example in economics of infrastructure and business applications. The primary objective of this course is to motivate the use of statistical analysis and at the same time encourage students to go beyond the mathematical applications of technique and to develop critical judgment through statistical analysis. The specific objectives of the course are enabling student – <ul style="list-style-type: none">to understand and use of statistical methods ranging from graphical presentation of data to descriptive statistical representation of data for infrastructure & business-related studies;to analyse data for understanding the characteristics of the business & infrastructure related factors, their association etc.apply statistical techniques to forecast the market situation and to take proper decisions.				
Course content				
Module	Topic	L	T	P
1	Introduction: Data and Statistics Data: Concept & types of data; importance of data in infrastructure & business; Data sources: introduction to infrastructure & business-related data & sources.	2		
2	Descriptive Statistics Summarizing data: how to handle data scientifically to make proper decisions; Exploration & representation of infrastructure related data: tabulation, cross tabulation, variability checking, measuring the distribution and location statistically, association among inputs and outputs; Use of diagrams in business & infrastructure projects and reporting.	4	3	
3	Probability Distribution Introduction to set theory and probability; Discrete and continuous distributions; Random variables; Discrete & continuous probability distributions: theory and its applications in business & infrastructure management.	4	3	

4	Sampling and Sampling Distributions Statistical Inference: concepts & relevance in business & infrastructure; Methods of Sampling: purposive, random, stratified, systematic, multi-stage; Concepts and estimation of - Point Estimation, Sampling Distribution of Mean, Sampling distribution of p, differences of means, proportions, difference of proportions, variances, ratio of variances sample size determination; Standard normal, χ^2 , t and F distributions.	4	3	
5	Problem of Estimation Population mean; Population proportion; Point and interval estimation, confidence interval; Determining sample size.	2	1	
6	Hypothesis Testing Null and alternative hypothesis; Test of significance; Type I and Type II errors; Practical issues	2	2	
7	Analysis of Variance Introduction to analysis of variance; Assumptions and analysis of one-way classified data; Assumptions and analysis of two-way classified data; Comparison of equality of k-population means; Multiple comparisons.	3	1	
8	Simple linear regression – Introduction Simple regression model; Least square method; Coefficient of determination; Model assumptions; Testing of significance; Predictions; Residual analysis.	4	3	
9	Index Numbers Method of construction of index numbers; Consumer price index (CPI) & Wholesale price index; Time series of index numbers; Deflation of index number.	3	1	
	Total	28	17	0

Evaluation criteria

The break-up of the evaluation procedure is as follows – Test-1: Written Examination (Module 1 & 2) - 20% Test-2: Written Examination (Module 3) - 20%
Test-3: Project Work (Primary data collection, analysis and presentation) (Module 2 -8) - 20% Indicators for assessment: (a) Identification of the problem; (b) Data collection; (c) Relevance of the data analysis method; (d) Representation and explanation; I Punctuality and timeline adherence.
Note: (a), (b) and (c) would carry a weightage of 10% each; (c) would carry 30% weightage and (d) would carry 40 % weightage.
Test-4: Written Examination (Module 3 – 9) - 40%

Learning outcomes: After successful completion of the course, students will be able to –

1. Understand the fundamental principles of statistics and data analysis (Test 1,2 and 3)
2. Understand the principles, techniques and approaches used for statistical inferences (Test 3 & 4)
3. Apply statistical concepts to business and economic models (All Tests)
4. Solve problems of importance using statistical techniques (All Tests)
5. Application of data analysis for decision making (All Tests)

Pedagogical approach

The course will be delivered through lectures and application of statistical tools in infrastructure related problems would be discussed.

References:

Textbooks:

1. Anderson DR., Dennis J. Sweeney and Thomas A. Williams (2002): Statistics for Business and Economics, Cengage Learning (10th Eds.), India.

Additional Readings:

2. Kohler, H. (2010): Statistics for Business & Economics, Harper Collins.

3. Levin, R. and Rubin, D. (2012): Statistics for Management, Pearson.

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|---|
| <ol style="list-style-type: none">4. McClave, J. and Benson, P.G. (2013): Statistics for Business and Economics, Pearson.5. Richard I.L. and David S.R. (2011): Statistics for Management, Pearson (7th Eds.).6. Stine R. and D. Foster (2014): Decision making and Analysis, Pearson New International Edition.7. Thukral J.K. (2015): Business Mathematics & Statistics, Mayur Paperback.8. Triola, M.F. and Franklin, L.A. (2015): Business Statistics.9. Watsnam, T. J. and Keith, P. (2014): Quantitative Methods in Finance, International Thompson Business Press. |
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Additional information (if any):

Student's Responsibility:

Attendance, feedback, discipline etc.

Prepared by: Montu Bose

Course Reviewer(s):

1. Dr. Nilanjan Sen, Assistant Professor, St. Xavier's College, Kolkata.
2. Dr. Yamini Gupt, Associate Professor, University of Delhi, Delhi.
3. Dr. Tamal K. Kayal, Assistant Professor, Rabindra Bharati University, Kolkata

Course title: Corporate Accounting and Reporting				
Course code: PPM 128		No. of credits: 3	L-T-P distribution: 28-17-0	
Learning hours: 45				
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	1	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	3	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	17	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: Business Ethics				
Course code: PPM 157		No. of credits: 2	L-T-P: 30-00-00	Learning hours: 30
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. Understanding diversity, inclusion and equity in business organizations.	4		
6	Module 6: Moral Framework for Ethics/Ethics and Environment Understand new trends in environmentalism and the emerging role of interest groups,	2		

	business and government. Also discuss how the fundamental objective of business has 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 examples 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	30	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% The course would rely on analyzing real life ethical issues (in addition to textbook cases) that make newspaper headlines and a large part of the learning would be through exercises done in the classroom 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.				
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; I Followed by group presentations on issue-based cases to which the ethical concepts would be applied. To give to the students, an appreciation of the theoretical framework of Ethics, the course would draw upon Prof Michael 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> ". 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.				

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 Michael Sandel's course on Justice at Harvard University – this is compulsory viewing as the videos would form the basis of classroom discussions in the first half of the course.

<http://justiceharvard.org/>

[A lot of material around Dr Mary Gentile's pedagogy \(GVV\)](#) –teaching aids, workbooks, 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

Course title: Organizational Behaviour and Leadership				
Course code: PPM 116		No. of credits: 2	L-T-P distribution: 26-04-00	
Learning hours: 30				
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 II	
Course description In today's dynamic environment, organizational behaviour and leadership are critical differentiating factors for organizational success and excellence. There are continuous changes in social, political, cultural, global as well as economic environment, and an understanding of organizational behaviour and leadership is essential for future managers to manage such changes through strategic choices anchored in the vision of the organization and its people. This course will cover organizational behaviour theory and research in the context of current realities. The purpose is to impart state of art knowledge in the field of OB and imbibe professional and broad humanistic values that leaders must possess for steering the teams and organisations to achieve excellence while safeguarding the interest of all stakeholders, including society and environment.				
Course objectives The objectives are: <ul style="list-style-type: none">• To impart knowledge about classical and contemporary OB theories and concepts;• To sensitize students about managing diversity among people and deal with behavioral issues in organizations;• To prepare students for leadership challenges in different forms of organizations.				
Course content				
Module	Topic	L	T	P
1.	Introduction to Organizational Behaviour- Classical and Neoclassical	2	0	0
2.	Individual Behaviour- Knowing and Managing Yourself; Unleashing Creativity (Self and Others)	2	0	0
3.	Exploring Roles and Identities through an understanding of Values, Personalities, Emotions (Emotional Intelligence), Attitudes, and Perceptions	4	0	0
4.	Gender issues in Workplace (including Sexual Harassment)	2	0	0
5.	Motivation; early and contemporary theories; self-motivation; sustainable motivation	2	0	0
6.	Teams v/s groups; why teams, the journey of designing and sustaining effective teams, working in virtual teams	2	2	0
7.	Communication Skills for Team Effectiveness; Difficult Conversations and Persuasive Communication; Intercultural Communication; Communication in Digital Era	2	2	0
8.	Change Management: Overview; Impact of Change; Role of Organization Structure and Culture; Managing across cultures	2	0	0
9.	Leadership- Managers versus Leaders; Perspectives of leadership: Trait, Behavioral, Contingency; Types/Styles: Transactional, Transformational, Charismatic Leadership, and Democratic, Autocratic and Free Rein; Leadership and Innovation; Leadership for sustainable development; Corporate Governance and Leadership; Followership	6	0	0
10.	Role of trust in organizational context; power and politics	2	0	0
	Total	26	4	0

Evaluation criteria

Test 1: Assignment-30%

Test 2: Presentation -30%

Test 3: End-Term Exam-40%

Test 1 (at the end of module 4)

Structure: The students will be required to identify an organization in consultation with the course instructor and submit a report based on analysis of primary and/or secondary data covering critical review of any one dimension like job satisfaction, values, leadership, organizational citizenship behaviour, emotional intelligence, types of communication etc. Each report shall focus on one dimension to be decided in consultation with the course instructor. Parameters: Type of data; originality; timeliness, structure and formatting; logic of arguments and flow of thoughts; understanding of theoretical base will be the parameters for evaluation. All five components carry equal weightage.

Test 2 (at the end of module 8)

Structure: The students will be required to select one book- an autobiography/biography/life-history of a leader, in consultation with the course instructor, and make a presentation covering (a) summary of the book and its salient features (b) reflection on the leadership qualities of the person (c) debate on whether leaders are born or made and (d) a critical evaluation of their own leadership ability.

Parameters: The parameters for evaluation include structure and layout, originality, analytical ability, and presentation skills including audio-visual aids, body language, voice modulation etc. Each component carries weightage of 25 percent.

Test 3 (End-Term Exam; at the end of all modules)

This will be an open book exam based on all the modules covered in the class.

Learning outcomes

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

- Demonstrate an understanding of organizations as complex and pluralistic places where both conflict and cooperation are normal occurrences (Test 1, 2 and 3)
- Ability to reflect on their personal leadership skills and ability to exhibit leadership qualities in organizations (Test 2)
- Ability to assimilate, and apply knowledge of basic theories and concepts to solve organizational behaviour problems (Test 1, 2 and 3)

Pedagogical approach

The course will be delivered through lectures, discussions based on suggested readings, games, and presentations. The students will be required to prepare suggested readings in advance to discuss module-wise topics in the class.

Materials

Reading material to be distributed by faculty.

Textbook

Robbins, SP, Organizational Behaviour, Pearson Education

Suggested Books

Bade, J, Bade, S, and Hilton, S, More Human (2015), Public Affairs Collins, J, Good to Great (2001), William Collins Horowitz, B, The Hard Thing about Hard Things (2014), Harper Business Sinek, S, Leaders Eat Last (2014), Penguin Books

Slywotzky, A, and Weber, K (2011), Demand, HighBridge

Wallace, A and Catmull, E (2014), Creativity Inc, Transworld Publishers

Suggested Articles/Papers

Amabile, T (1997). Motivating Creativity in Organizations. Available at

<http://bear.warrington.ufl.edu/weitz/mar7786/articles/amabile%20ccal%20mgt%20review.pdf> Available at <https://www.sciencedirect.com/science/article/pii/S0191308517300072>

Giles, S (2016). The Most Important Leadership Competencies According to Leaders Around the World. Available at <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

Grant, A, Gino, F and Hoffman, D. Reversing the Extraverted Leadership Advantage: The Role Of Employee Proactivity. Available at

https://static1.squarespace.com/static/55dcde36e4b0df55a96ab220/t/GrantGinoHofmann_Reversing.pdf Harvey, EO (2018). 5 Behaviours of Leaders Who Embrace Change. Available at <https://hbr.org/2018/05/5-behaviors-of-leaders-who->

[embrace-change](#)

Houser, O (2017). Innovation with field experiments: Studying organizational behaviors in actual organizations. Available at <https://www.sciencedirect.com/science/article/pii/S0191308517300059>

Jarret, M (2017). The 4 Types of Organizational Politics. Available at <https://hbr.org/2017/04/the-4-types-of-organizational-politics>

Lee, MY and Edmondson, AC (2017). Self-managing organizations: Exploring the limits of less-hierarchical organizing. Available at <https://www.sciencedirect.com/science/article/pii/S0191308517300059>

Lunenburg, FC (2011). Leadership versus Management- A Key Distinction – At Least in Theory. Available at https://cs.anu.edu.au/courses/comp3120/local_docs/readings/Lunenburg_LeadershipVersusManagement.pdf

Ridgeway, E (2010). Why Introverts Can Be Good Leaders? Available at:

<http://edition.cnn.com/2010/BUSINESS/11/29/introverts.leadership/index.html>

Traphagan, J (2017). We're Thinking About Organizational Culture All Wrong. Available at <https://hbr.org/2017/01/were-thinking-about-organizational-culture-all-wrong>

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline etc.

Prepared by: Ritika Mahajan & Montu Bose

Course reviewers:

Dr Vinay Sharma, IIT Roorkee

Dr Kumkum Bharti, IIM Kashipur

Course title: Qualitative Research Methods in Management				
Course code: MPP 173		No. of credits: 2	L-T-P: 27-00-06	Learning hours: 30
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 II	
Course description: In taking critical decisions, managers need to be aware of scientific tools and techniques that can be used to good effect to 36rganiza the level of risk involved in taking such decisions. Some of these tools focus on quantitative, statistics backed methodologies while others focus on qualitative tools and techniques which aim at using semi and unstructured information to arrive at solutions. This is especially useful in many situations where problem definition, hypothesis development or even solution identification is highly nuanced and hence not easily measurable with statistical tools. This course focuses on qualitative tools and techniques which lean heavily on right brain, non-sequential approaches to understand a problem and identify solutions. As complexity of problems faced in today’s world multiply, qualitative methodologies, if implemented with the right understanding and in specific situations, complementarily with quantitative methods in certain other situations, can prove to be very effective in decision making. The course aims to arm managers with knowledge of such tools and techniques and helps them understand how and when they need to be used to minimize risk and improve creative ways of solving both long term, strategic problems as well as short-term, tactical problems. There will be a strong emphasis on applied work with focus on applying the tools and techniques in varied real life decision environments including project work and case studies.				
Course objectives: The main goals of this course are to prepare the students: 1. To identify, conceptualize, plan and execute a qualitative research project 2. To apply latest tools and techniques available 3. To build a credible, objective and structured approach to problem solving to enable good decision making (especially of problems that are amenable to qualitative research approaches).				
Course contents				
Module	Topic	L	T	P
1	Understanding Qualitative Research Basic principle of qualitative research; integration with aspects like anthropology, sociology & psychology Why to use and when to use it (vis-à-vis Quantitative methodologies)	2		
2	Qualitative methodologies & rationale: Focus groups Vs Depth interviews Vs ethnographic processes Variations in group settings: traditional, conflict, specialist, parallel, clinics, creative workshops; Ethnography and its uses; Broad methods of target selection and sampling	4		
3	Translating problems to research issues: Selection of qualitative Vs quantitative, methodology rationale & sampling rationale	4		
4	Qualitative research typologies and exploration Approaching different issues at different stages of product/service development cycle (Exploratory Vs diagnostic Vs evaluative researches) Qualitative data collection process Qualitative facilitation techniques: use of projectives, synectics, metaphor elicitation Data collection to actionable insights	7		6
5	Unique research areas:Rural research Media exploration & Content/ programming development Retail research	2		

	Customer segmentation New product development Social research			
6	Emerging challenges of research Fusion of qualitative & quantitative and broad role of consultancy Political research New media scenario like Internet, mobiles and their impact on qualitative research Data collection limitations	2		
7	Quiz and others	2		
8	Class presentations(Group of 4)	4		
	Total	27	0	6

Evaluation Criteria:

Test 1: Class participation – 5%

Test 2: Quiz – 10%

Test 3: Assignment – 20%

Test 4: Business research group work – 25% (paper submission 20% & presentation 5%)

Test 5: Written exam – 40%

Learning outcomes:

1. Develop the knowledge and skills required to specify, evaluate and 37rganiz different types of unstructured and semi-information.
2. Develop a competence in:
 - a) Problem formulation, hypothesis generation in situations where exploratory nature of research work plays a critical role;
 - b) Implementing the process of research design through collection of data methods like focus groups, depth interviews, observation and other advanced data collection methods;
 - c) Analysing the semi-structured and unstructured data so collected; and Executing projects with a focus on decision making and action.

Pedagogical approach:

A combination of class-room interactions, assignments and Presentation.

Materials:

Required textbooks

Designing Qualitative Research by Catherine Marshall, Gretchen B. Rossman (Paperback – 2006/03/07)

Suggested readings

Basics of Qualitative Research by Juliet Corbin and Anselem Strauss Qualitative Research Design by Joseph A. Maxwell

Reflexive Methodology by Mats Alvesson and KajSkoldberg Qualitative Research (Journal by Sage Publications)

Qualitative Research Journal (Journal by Emerald Group Publishing)

Additional information (if any):

Specific tasks:

Client questions: Selection of methodology, target selection & sampling and rationale for the same Developing discussion tools for data collection process

Analysis frameworks, especially decoding what specific ‘qualitative data’ means – Ex: user imagery, brand world etc.

Complete case studies at the final level (approach, objectives, designing, questioning process, data collection, analysis and final presentation)

– Including conducting mock focus groups, interviews, ethnographic observations

Student responsibilities:

Attendance, feedback, discipline: as per university rules.

Prepared by: Ritika Mahajan & Montu Bose

Course reviewers:

MrP.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: Corporate Social Responsibility				
Course code: PPM 114	No. of credits: 2	L-T-P distribution: 21-08-02	Learning hours: 30	
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 II		
Course description There is no denying that Corporate Social Responsibility (CSR) has gained widespread acceptance within the business community (Freeman, 1984; Carroll, 1991) as a result of pressure from primary and secondary (or internal and external) stakeholders. There are a number of interpretations of the term social responsibility; nevertheless, it is commonly understood to be the obligation of decision makers to take actions which protect and improve the welfare of society whilst achieving their own interests. The definitions of CSR are abound. For instance, World Business Council for Sustainable Development (WBCSD, 2000, p. 3) defines “Corporate social responsibility [as] the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as local community and society at large”. Since CSR was mandated as part of the Companies Act 2013 for select organizations, an increasing number of Indian companies are drawn towards making CSR investments in a planned manner. Companies are also conscious of the impact of their investment in terms of community development and corporate reputation. Maximizing the impact of investments require that CSR is dealt with specifically trained human resource. It is one of the skills required especially for MBA (Business Sustainability) as many of them go for CSR profiles. The fact that there is a rise in demand of CSR professionals in India backs the rationale for introduction of a separate course.				
Course objectives The objectives of this course are to: Familiarize the students with understanding rationale and motivations behind CSR Enhance their understanding of CSR practices and initiatives of firms Equip them with conventional and contemporary theories of CSR Impart practical learning regarding design and implementation of CSR programmes Equip them with skills related to CSR strategy formation and evaluation				
Course content				
Module	Topic	L	T	P
1.	Introduction to CSR: Definitions and Theories of CSR, Drivers of CSR, The Business Case for CSR, Pyramid of CSR, CSR framework and Strategy, Creating Shared Value Case: Four Case Studies on Corporate Social Responsibility: Do Conflicts Affect a Company’s Corporate Social Responsibility Policy? Case: Tata Steel: A century of Corporate Social Responsibility	4	0	0
2.	Designing and Implementing CSR Programmes: Need Mapping, prioritization, Roll-out of CSR Programmes; Structure, Systems, Roles and Responsibilities; Creating Local Partnerships, Implementing, evaluating and scaling up CSR to maximize shared value, Cross-sectoral Collaborations, Challenges in Implementing CSR Case: Integrating and Implementing CSR: A Case of Concor in India Case: CSR and sustainable Livelihoods: A Case Study of Bharat Coking Coal Ltd.	8	4	0

3.	Integrating CSR with Business : CSR and Financial performance; Beyond Spending: CSR and Corporate Reputation; Creating impact in the community; Distinguishing strategic community involvement from sponsoring and philanthropy; Advanced involvement: Contributing corporate core competences; Employee volunteering as a strategic HR tool; Involving employees: Tools for motivating and activating; Embedding Socially responsible behavior in employees (corporate culture); CSR across supply chain, CSR in SMEs	4	2	1
	Case: Tata Power: CSR and Sustainability Case: Apple and its Suppliers: Corporate Social Responsibility			
4.	Measuring and Reporting CSR Corporate Social Performance, CSR Audit, Measuring CSR Impact, Impact assessment methodologies, CSR Communication, managing negative publicity and conduct related to CSR, Writing BRR (Business 4 2 – Responsibility Report) Case: Genzyme's CSR Dilemma: How to play its hand?	5	2	
	Total	21	8	2
Evaluation criteria Following evaluation criteria will be adopted <ul style="list-style-type: none"> · Test 1: Written exam 20% · Test 2 Case Analysis : 20% · Test 3 Case Study Writing/Presentation: 20% · Test 4 Written Examination: 40% Case Study Writing (Group Assignment): The students will choose one case company (preferably Indian) and prepare a case study covering their CSR strategy, initiatives, planning and management and communication. The students are also expected to cover the drivers and challenges while implementing CSR by the company Case Analysis (Individual presentation): Students are required to present analysis of the cases assigned (No 4)				
Learning outcomes At the end of the course, the students would have gained understanding of interrelationship between business, Government and Society and would be able to relate and describe multidisciplinary, strategic and evolving nature of CSR (Test 1, Test 2) organize, plan and manage CSR projects and communicate CSR activities of organization (Test 2 and 3) conduct CSR audits and aid in making CSR strategy at the organizational level create shared value for business with society (Test 2, 3, 4)				
Pedagogical approach The course largely relies on case study-based approach to learning. The case studies listed in the course outline would be discussed in all the modules. The students are expected to make presentations on the analysis of the cases. These will be preceded by theoretical presentations by the instructor in each module. The students would learn hands on training related to organizing, managing and implementing CSR projects through industry engagement and case study writing project. The students are encouraged to debate and discuss on various aspects of CSR planning and management from point of view of different stakeholders. Reading material (Listed in next section) for each module will be provided.				

Suggested Readings:

India CSR Reporting Survey, KPMG, 2017

Mervis, (2012) Employee Engagement & CSR: transactional, Relational and Development Approaches, HBS press

Marquis & Villa (2012) Managing Stakeholders with Corporate Social Responsibility, Harvard Business School Press.

Maines & Sprinkle (2010), The Benefits and Costs of Corporate Social Responsibility, HBS Press

Porter et al, 2007 Redefining Corporate Social Responsibility, HBS Press

Porter & Kramer (2006), Strategy & Society: The link between Competitive Advantage and Corporate Social Responsibility), HBS Press

Web References:

Amaeshi et al. (2007), Corporate Social Responsibility in Supply Chains of Global Brands: A Boundaryless Responsibility? Clarifications, Exceptions and Implications, Journal of Business Ethics, 81, pp. 223–234.

Bauman, C.W. & Skitka, L.J. (2012), Corporate social responsibility as a source of employee satisfaction, Research in Organizational Behavior 32 (2012) 63–86.

Bloom, P.N. & Chatterji, A.K. (2009), Scaling Social Entrepreneurial Impact, California Management Review VOL. 51, NO. 3, 114-133.

Carrigan, E. and Mele, D. (2004), Corporate Social Responsibility Theories: Mapping the Territory, Journal of Business Ethics, 53, pp. 51–7

5. Carroll Archie B. and Shabana Kareem M. (2010), The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice, International Journal of Management Reviews, 85-105 DOI: 10.1111/j.1468-2370.2009.00275.x

Chandler, Robert (2007), Managing the risk of ethical misconduct disasters as a business continuity strategy, Journal of Business Continuity & Emergency Planning, 1(3), pp. 279 – 291.

Doorey, David J. (2011). The Transparent Supply Chain: from Resistance to Implementation at Nike and Levi- Strauss, Journal of Business Ethics, 103, pp. 587–603.

Du, S. & Viera Jr, E.T. (2012). Striving for Legitimacy Through Corporate Social Responsibility: Insights from Oil Companies. Journal of Business Ethics, 110(4), pp. 413-427.

Grigore, Georgiana F. (2011), "Chapter 3 Corporate Social Responsibility and Marketing", Güler Aras, David Crowther, in (ed.) Governance in the Business Environment (Developments in Corporate Governance and Responsibility, Volume 2), Emerald Group Publishing Limited, pp. 41 – 58, [http://dx.doi.org/10.1108/S2043-0523\(2011\)0000002006](http://dx.doi.org/10.1108/S2043-0523(2011)0000002006).

0. Hunter, Samuel (2012). (Un)Ethical Leadership and Identity: What Did We Learn and Where Do We Go from Here? , Journal of Business Ethics, 107, pp. 79-87.

1. Jenkins, Heledd (2009), A 'business opportunity' model of corporate social responsibility for small and medium-sized enterprises, Business Ethics: A European Review, 18 (1), pp. 21-36.

2. Korschun, D. & Du, S. (2013), How virtual corporate social responsibility dialogs generate value: A framework and propositions, Journal of Business Research, 66(9), 1494-1504.

3. Lyon, Thomas P. & Montgomery, Wren, A. (2013). Tweetjacked: The Impact of Social Media on Corporate Greenwash, Journal of Business Ethics, 118, pp. 747–757

14. Tan, J. & Tan, A.E. (2012). Business Under Threat, Technology Under Attack, Ethics Und Fire: The Experience of Google in China. Journal of Business Ethics, 110(4), pp. 469-479.

15. Desore, A, Narula, S.A. & Zutshi, A. (2015); Sustainability Practices of Hotel industry in Corporate Social Performance: Paradoxes, Pitfalls and Pathways for a Better World (Ed. Agata Stachowicz-Stanusch)

16. Thakur, A., Zutshi, A & Narula, S. A (2015). Integrating and Implementing CSR: A Case of Concor in India in CSR in Developing countries: Towards a Development Oriented Approach (Eds. Dima Jamali, Charlotte Karam & Michael Blowfield), Greenleaf Publishing

17. Subramaniam, N., Kansal, M. and Babu, S., 2017. Governance of mandated corporate social responsibility: Evidence from Indian government-owned firms. *Journal of Business Ethics*, 143(3), pp.543-563.

Muttakin, M.B. and Subramaniam, N., 2015. Firm ownership and board characteristics: Do they matter for corporate social responsibility disclosure of Indian companies? *Sustainability Accounting, Management and Policy Journal*, 6(2), pp.138-165.

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

Attendance, feedback, discipline: as per university rules

Prepared by: Sapna A Narula

Course reviewers:

Dr. Rajat Panwar, Associate Professor (Sustainable Business Management) Appalachian State University, US
Dr. Nava Subramanian, Director, Centre for Business, Law and Accounting, RMIT University, Australia Dr.
Dr. Ambika Zutshi, Associate Professor, Deptt of Management, Deakin University, Australia
Mr. Abhishek Ranjan, Associate Director (Marketing & CSR), Brillio Technologies, Bangalore & Advisor CSR,
FKCC

Course title: Advanced Statistical Methods for Management				
Course code: PPM 149		No. of credits: 2	L-T-P: 20-10-00	Learning hours: 30
Pre-requisite course code and title (if any): Basic understanding of statistics				
Department: Department of Business & Sustainability				
Course coordinator:		Course instructor:		
Contact details:				
Course type: Core		Course offered in: Semester II		
Course description: In recent decades, econometric methods are widely applied to understand simple trends of a variable to complicated relationships among multiple variables. Econometrics as a subject has gone beyond its outlook as a method to make use of data, generate statistical inferences through modeling to address practical economic problems to solving complicated managerial problems. The course objective is to provide students an understanding of quantitative techniques in econometrics and an overview on time-series forecasting. This course will equip them to understand and evaluate most applied analysis using cross- sectional data. Since finance as a discipline has grown rapidly, introductory financial econometrics will also be dealt with suitable examples. There will be a strong emphasis on applied work, exploiting the availability of computer technique(s) for model solution. The prerequisite for studying this subject is a background in mathematics and elementary statistical theory. The mathematics requirement is a basic understanding of multivariate differential calculus. With regard to statistics, a clear understanding of sampling distribution of an estimator, and of the principles of statistical inference and hypothesis testing is necessary. The students are therefore advised to revise statistics and mathematics lectures in the first semester.				
Course objectives: The specific objectives of the Econometrics module are the following: <ul style="list-style-type: none">▪ Illustrate use of econometrics in estimating models derived from theory▪ Demonstrate the practical use of econometric methods with reference to specific issues of applied economic interest▪ Inform interpretation and critical appraisal of model estimates				
Course contents				
Module	Topic	L	T	P
1	Simple and Multiple Regression Analysis: Assumptions and Asymptotic Properties Introduction to econometrics, OLS & MLE, simple linear regression, deterministic & statistical model, sources of error, assumptions of OLS, method of OLS, properties of least-square estimators, multiple regression analysis, goodness of fit, adjusted R-square	4	1	0
2	Dummy Variables What is dummy variable, importance of dummy variable model and its application, slope, intercept and interaction dummy, dummy dependent variable	2	2	0
3	Heteroscedasticity and Autocorrelation Problem of heteroskedasticity, sources, consequences. Detection and solution of heteroskedasticity problem Problem of autocorrelation, sources, consequences. Detection and solution of autocorrelation problem	4	1	0
4	Distributed Lag Models Introduction to distributed lag model, reasons for lag, geometric & polynomial, Koyck method, Adaptive expectations model	2	1	0
5	Time Series Properties Introduction to time series data, concept of stationarity, stochastic process, stationary stochastic process Random walk model – with and without drift, MA, AR, ARMA & ARIMA model	3	2	0
6	Forecasting What is forecasting, methods and principles in forecasting, forecasting cycles, forecasting with regression	2	1	0

7	Panel Data Models Introduction to panel and pooled cross section data, advantages of panel data, CCM, Fixed and random effect model, Hausman test, introduction to impact analysis	3	2	0
	Total	20	10	0
Evaluation criteria: The final grade is obtained by averaging all the tests/quizzes and assignments (40% of weight), assignment (10%) and the final exam (50% of weight). <ul style="list-style-type: none"> Test 1 & 2: Written test (module 1 & 2) 40% Test 3: Assignment (module 5 & 6) 10% Test 4: Writtentest (all modules) 50% 				
Learning outcomes: At the end of the course, it is expected that students are able to – <ul style="list-style-type: none"> successfully carry out regression technique under various conditions using available data (all evaluations) develop an understanding of underlying assumption/conditions of the various techniques of forecasting (all evaluations) restructure/transform available data into suitable form to apply various statistical techniques (all evaluations). 				
Pedagogical approach: A combination of class-room interactions, tutorials, assignments and projects.				
Materials: Suggested readings <ol style="list-style-type: none"> Wooldridge J. (2012) Introductory Econometrics: A Modern Approach, 3rd Edition, Cengage Learning, India. Dougherty C. (2011) Introduction to Econometrics, 4th Edition, Oxford University Press. UK. Maddala GS (1988) Introduction to Econometrics, 2nd Edition, McMillan, USA. 				
Additional information (if any): NA				
Student responsibilities: Attendance, feedback, discipline: as per university rules.				

Prepared by: Montu Bose

Course reviewers:

Dr. Bodhisattva Sengupta, IIT Guwahati

Dr. Subir Sen, IIT Roorkee

Course title: Strategies for Sustainable Business				
Course code: PPM 139		No. of credits: 3	L-T-P distribution: 42-03-00	
Learning hours: 45				
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 II	
Course description				
<p>Strategic Management is defined as a set of managerial decisions and actions that determines the long-term performance of a corporation. It includes strategy formulation, implementation and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluation of environmental opportunities and constraints in light of corporation’s strengths and weaknesses.</p> <p>Sustainability is also now considered as a strategic issue by most of the firms across the globe and the three pillars of sustainability i.e.ecological, social as well as economic sustainability are finding place in the strategic landscape. Stakeholders are also demanding that firms should become environmentally responsible at all levels-be it corporate, business and functional level. The pressure from environmental groups have forced the firms to think and incorporate sustainability into all their functions i.e. product. Market, operations, supply chain, finance etc. The managers need to evaluate their strategies from environmental perspective and adopt sustainability strategies in order to meet regulatory as well as stakeholder expectations. Hence, the business management students need knowledge, skills and tools to tackle environmental challenges in strategic terms by paying equal attention to financial, environmental and social issues that may affect their business. Hence, it makes sense to see the strategy as sustainable business strategy which includes environmental agenda in the list of strategists/ managers.</p>				
Course objectives				
This course is a basic strategic management course covering all aspects of strategy i.e. environmental analysis, internal analysis, strategic advantage analysis, strategy formulation, implementation and control. The course has been designed keeping in view the increasing need for environmental sustainability into products , markets and functional strategies of companies as demanded by stakeholders and regulatory authorities and hence at each step, due emphasis has been given on the sustainable aspect of strategy formulation and implementation.				
Course content				
Module	Topic	L	T	P
1.	Strategic Management Process Introduction to Policy & Strategy, its evolution, The strategic Management Model, Applications of Strategic Management, Types of Strategies Sustainable Aspect of Strategy: Economic, Environmental and Social Dimensions	4	0	0
2.	Business Strategy and Sustainability Foundations of Sustainable Strategic Management Corporate Social Responsibility Socially Responsible Investing Corporate Sustainability Reporting	4	0	0
3.	Strategy Formulation (A): Environmental Analysis Defining Mission, Vision, Objectives and Policies, Roles and responsibilities of CEOs in defining vision Exercise 2: Evaluate the mission and vision statement of any five companies from different sectors	1	0	0
4.	The Business Environment: External PESTEL Framework Porter’s Industry Analysis The External factor Evaluation (EFE)Matrix and Competitive Profile Matrix Case1: Sinarmas	5	0	0
5.	The Business Environment: Internal Analysis Key Internal Forces Value Chain : Evolution and Analysis;	5	0	0

	ecological and social efficiency and effectiveness The Internal factor Evaluation Matrix The Resource Based View of Organization and The Theory of Core Competencies Case 2: Product and Market Strategy Dilemma: How Firms in Pesticide Industry Shall win the Race?			
6.	Strategy Formulation (B): Strategic Options Financial vs Strategic Objectives ,Levels of Strategies, Types of Strategies: Integration Strategies, Intensive Strategies, Diversification strategies, Defensive Strategies, Porter's Generic strategies Mergers & Acquisitions Strategic Alliances Turnaround strategy Sustainability strategies , Networks, Models for Green alliances, partnerships and collaborations Case 3: How to Cope Environmental Turbulence? A Case of Excel Crop Care ltd.	8	0	0
7.	Strategic Analysis & Choice The Nature and Process of Strategic analysis and choice: A comprehensive Strategy-Formulation framework The input stage: IFE and EFE matrix; The Matching Staage: TOWS ,SPACE,BCG, IE matrix; The Decision Stage: QSPM matrix Cultural Aspects of strategic Choice, The Role of Board of Directors, Strategy and Social responsibility, Role of values in Strategic Choice, sustainability as core value	4	2	0
8.	Strategy Implementation Issues in Strategy Implementation: Policies, Resource allocation, managing conflict, 7S Framework Matching structure with strategy: restructuring and Reengineering, creating a strategy –supportive culture, Functional and technological issues in strategy implementation Preparing organization for sustainability: sustainable culture, resources and technologies	6	0	0
9.	Strategy Review, Evaluation and Control The Strategic Evaluation, Process and Framework Balanced Scorecard Strategic Audit Exercise 4: Project Presentations	5	1	0
	Total	42	3	0
Evaluation criteria <ul style="list-style-type: none"> • Test 1: Case Presentations (3) (Evaluation through presentation) 15% • Test 2: Project/ Assignments (Evaluation through presentation) 15% • Test 3: Written Exam (s) (Closed Book Objective Type) 25% • Test 4: Written Exam (Open Book Case based) 45% 				
Learning outcomes <ul style="list-style-type: none"> • To familiarize the students with factors affecting the firm and industry in long run and also with the tools and techniques of external as well as internal environmental analysis • To develop their analytical as well as decision-making skills to formulate and evaluate strategy under a given set of environmental factors • To develop a practical understanding of strategy formulation and implementation process • To develop an understanding of impact of regulators and stakeholders on business strategy and introduce the concept of sustainable business strategy 				
Pedagogical approach The course will have a mix of theory and applied coursework with more practical approach.				

The teaching shall be done mainly through lectures/ case discussions/case presentations/exercises etc. The entire course has been divided into **seven modules**. There will be **42 sessions** (One hour each) as per the course outline. The students are also expected to work out cases as well as assignments given at the end of each module which will help them develop their analytical as well as conceptual skills. There will be **three cases** and **a project**.

Both case study presentations as well as exercises are group assignments. Students are expected to work in the group of 4-5 for working out case solutions. The alternative solutions from all the groups will then be discussed in class.

A list of reading materials shall be provided to each student. Students are also expected to come prepared before every class. The topics are largely based on the book on **Strategic Management by Fred R. David**

Materials:

Reading:

The Role of Corporation in Achieving Ecological sustainability by Paul Shrivastava (Academy of Management Review, 1995)

Readings:

Sustainable Strategic Management: An Evolutionary Perspective by Jean Garner stead & W. Edward Stead (International Journal of Sustainable Strategic Management, 2008) Corporate Challenges of Sustainable Development by Pratima Bansal

Reading:

A Note on Porter's Industry Analysis Readings:

Exploring the Concept of Fit in Strategic Management by Venkatraman and Camillus (Academy of Management Review, 1984) The Core Competence of Corporation by C.K. Prahalad & Gary Hamel, (Harvard Readings:

New Sustainable Business Models in China by F. Birkin et al

(Business Strategy and Environment, 2009) When Porter's Generic Strategies are not Enough: Complementary Strategies for Turnaround Situation by Marius Pretorius (Journal of Business Strategy, 2008)

Green and Competitive: Ending the Stalemate by

Porter, M. E., and Claas van der Linde. (Harvard Business Review, 1995). Reading:

A Strategy Evaluation Model for Management by Simon Hastings (1996) Readings:

A Proposed Framework for Strategy Implementation

in Indian Context by Azhar Kazmi (Management Decision, 2008) Environmental Technologies and Competitive Advantage by Paul Srivastava (Strategic Management Journal, 1995) Sustainable

Organizational Technology by Paul Srivastava (International Journal of Sustainable Strategic Management, 2008)

Reading:

A Note on Balanced Score card

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline etc.

Prepared by: Sapna A Narula

Course reviewers:

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

Prof. Paul Srivastava, Director, David O' Brien Centre for Sustainable Enterprise, Concordia University

Prof. Jean Garner Stead, Professor of Strategy, East Tennessee State University

Course title: Management Information System					
Course code: BSI 171		No. of credits: 2	L-T-P distribution: 24-06-00		
Learning hours: 30					
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 II		
Course description The objective of this course is to introduce the students to the Management Information System (MIS) and its application in organizations. The course would expose the students to the managerial issues relating to information systems and help them identify and evaluate various options.					
Course objectives <ul style="list-style-type: none">· To provide students an understanding about the the usage of Information Systems in management· To make them familiar with activities that are undertaken for acquiring an Information System in an organization· To make them aware of various Information System solutions like ERP, CRM, Data warehouses and the issues insuccessful implementation of these technology solutions in any organization					
Course content					
Module	Topic		L	T	P
1.	Introduction Meaning and Role of Information Systems, Constituents, and Characteristics of MIS		2	0	0
2.	Classification of Information Systems Operations Support Systems, Management Support Systems, Expert Systems, Decision Support System, and Knowledge Management Systems, Information system security issues and control		4	0	0
3.	Planning, Implementation and Maintenance of MIS Identification of Applications, Business System Planning, Critical Success Factors, Nolan Stage Model in MIS, System Implementation, Maintenance, and Risks		4	0	0
4.	Enterprise Systems Enterprise Data Warehousing, Enterprise Resource Management Systems, Supply Chain Management, Customer Relationship Management; Developing Business Intelligence from these systems		4	0	0
5.	Introduction to Big Data Big Data, Big Data Analytics, Relationship of Data warehousing and Big Data Analytics		4	4	
6.	Introduction to Other Latest Development for MIS Data Mining and Analytics, Artificial Intelligence and Machine Learning, Blockchain Applications		6	2	
	Total		24	6	0
Evaluation criteria Test 1: Written exam 30% Test 2: Written exam 30% Test 3: Written exam 40%					

Learning outcomes

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

- Develop an exhaustive understanding of the usage of MIS in organizations.
- Demonstrate an ability to explain the classifications of MIS and linking MIS to business strategy for strategic advantage.
- Develop an ability to assess the requirements of MIS design in different organizations including functions and issues at each stage of system development.

Materials:

Required textbooks

Kenneth, Laudon and Jane Laudon (2006). MIS: Managing the Digital Firm. Pearson Education.

Reference:

1. Kenneth, Laudon and Jane Laudon (2006). MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien (2006). Introduction to Information Systems. Tata McGraw Hill.
3. Goyal, D.P. (2007). Management Information Systems, Macmillan India Ltd.
4. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
5. Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

Pedagogical approach

The course will involve a mix of instructor led training and case studies.

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

Attendance, feedback, discipline: as per university rules.

Prepared by: Mr. Ashwani Kumar, General Manager, Delhi Metro Rail Corporation

Course reviewers:

Prof. M Datta, TERI School of Advanced Studies

Sanjeeva Shivesh, Founder, The Entrepreneurship School

Dr. Ritika Mahajan, MNIT, Jaipur

Course title: Macroeconomic Environment							
Course code: BSI 122		No. of credits: 3		L-T-P distribution: 32-13-00			
Learning hours: 45							
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 II			
Course description In the present world, the economy of a country is influenced by various national and international phenomena. For instance, the inflation targeting policy by the Government of India, or the global financial crisis could affect various agents of an economy. Therefore, understanding the bigger picture of the economy and associated changes is crucial. In view of this, the course has been developed as a foundational course to introduce the key elements of Macroeconomic Environment.							
Course objectives The course is intended to familiarize the students with the conceptual foundation of Macroeconomics and policy drives that influence income, interest rates, inflation, employment and exchange rates with explanations of the potential short-run and long-run fallouts on the economy.							
Course content							
Module	Topic				L	T	P
1	Concept and Nature of Macroeconomics <ul style="list-style-type: none">• Concepts of Macroeconomics and Microeconomics• Three Core Macroeconomics Concerns: Output, Unemployment and Inflation• Macroeconomic Stability and Business Environment: The Relationship with Focus on Indian Economy				2	0	0
2	Measuring the Macroeconomic Performance <ul style="list-style-type: none">• National Income Accounting• Gross Domestic Product – Components, Measurement• National Income and Social Welfare• GDP and Underground Economy• National Income Accounting System of India				3	1	0
3	Social Progress and GDP <ul style="list-style-type: none">• Limitation of GDP in Measuring Social Progress• Understanding Human, Social and Natural Capital• HDI and Gross National Happiness• Environmental Adjustment of National Income for Sustainability				2	1	0
4	Theory of Income Determination <ul style="list-style-type: none">• The Keynesian Theory of Consumption• Equilibrium Income/Output Determination• Concept of Multiplier• The Paradox of Thrift				4	2	0
5	Role of Government <ul style="list-style-type: none">• Fiscal Policy: Concept and Instruments• Government Spending Multiplier, Tax Multiplier, Balanced Budget Multiplier• Country Experience• Contra Cyclical Fiscal Policy• Budgets and Budgetary Policy of Government of India				4	2	0
6	Money, Interest and Income <ul style="list-style-type: none">• Demand for Money and the Interest Rate				4	2	0

	<ul style="list-style-type: none"> Aggregate Demand in the Goods and Money Market – IS-LM Model Definition and Functions of Money Money Supply: Concepts and Measures Credit Creation: Banking System Monetary Policy: Targets and Instruments Financial Sector Reform in India Foreign Capital Inflow, Money Supply in India Financial Crisis, Stabilization and Deficits 			
7	Open Economy Macroeconomics & International Trade <ul style="list-style-type: none"> Concept of Open Economy Institutions and Regulations of Trade Balance of Payment Exchange Rate Determination Balance of Payment Crisis Fixed and Flexible Exchange Rates Devaluation and Purchasing Power Parity India's Balance of Payment Crisis 	4	2	0
8	Aggregate Price Level, Inflation and Unemployment <ul style="list-style-type: none"> Aggregate Demand and Aggregate Supply: Keynes and Classics Determination of Aggregate Price Level Interaction between the Fiscal and Monetary Policy Inflation: Definition and Causes Inflation, Budget Deficit and Money Supply Public Debt: Concept and Burden Labour Market: Definition of Unemployment and Measurement The Philips Curve 	2	2	0
9	Business Cycle and Stabilization Policies <ul style="list-style-type: none"> Business Cycle: Meaning and Phases Macroeconomic Stabilization: Classical, Keynesian and Neo-classical Perspectives 	3	1	0
10	Growth and the Economy <ul style="list-style-type: none"> The Theory of Growth Growth Models Total Factor Productivity Indian Economic Reform and Growth Dilemmas of Economic Growth 	4	0	0
	Total	32	13	0

Evaluation criteria: The grading will be based on the students' participation in the class-discussion, presentation accompanied by submission of a term paper/report and a major exam at the end of the course

- Test-1: Written Test (Module 1-4): 20%
- Test-2: Economic Policy Analysis (Module 5 & 6): 20%

Indicators for assessment: (a) Identification of the problem; (b) Data collection; (c) Relevance of the data analysis method; (d) Representation and explanation; I Punctuality and timeline adherence.

Note: (a), (b) and (c) would carry a weightage of 10% each; (c) would carry 30% weightage and (d) would carry 40 % weightage.

- Test-3: Term Paper and Presentation (Module 6-8): 30%

i. Structure: (1) identification of an important problem related to macroeconomic issues; (2) explain why it is important for the country/state/province from the macroeconomic perspective; (3) how has this problem been addressed in the literature (both empirical and theoretical); (4) where is the scope of improvement – in policy, method etc.; (5) specify the objective of the work; (6) clearly mention the data source and methodology (7) explain & discuss the results obtained; (8) policy directions/ recommendations & scope of further research.

ii. Indicators for assessment: (a) Identification of the problem; (b) Identification of specific research question(s); (c)

<p>Structure and referencing; (d) Content, language, clarity (Academic Merit); I punctuality & timeline adherence.</p> <p>Note: (d) shall carry a weight of 50%; (a) & (b) shall carry 15% each; the rest will carry 10% each</p> <ul style="list-style-type: none"> · Test-4: Written Examination (Module 5-10): 30%
<p>Learning outcomes: After successful completion of the course, students will be able to –</p> <ul style="list-style-type: none"> · Interpret and measure the key Macroeconomic variables (Test-1) · Explain the circular flow of income (Test-1) · Describe the roles of fiscal and monetary policy in an economy (Test 1 & 2) · Understand the concept of business cycle (Test-3 & 4) · Explain and uses of the growth models (Test-4) · Analyse the factors influencing the balance of payments and the exchange rate (Test 3 & 4) · Explain and understand the mechanisms of international trade (Test 2, 3 & 4)
<p>Pedagogical approach</p> <p>A combination of class-room interactions and assignments.</p>
<p>Materials</p> <ul style="list-style-type: none"> • Asian Development Bank (2009): Macroeconomic Management and Government Finances, OUP. • Rakshit M (2009): Macroeconomics of Post-reform India, OUP. • Sikdar S (2012): Principles of Macroeconomics, OUP. • Case K.E., Fair R. and Oster S (2012): Principles of Macroeconomics, Prentice Hall, Pearson. • Sikder S. (2013): Capital Flows and Exchange Rate Management, Oxford India short introductions, OUP, New Delhi. • UGC E-PG Pathshala : http://epgp.inflibnet.ac.in/ • Stiglitz, Sen and Fitoussi (2009): https://www.ofce.sciences-po.fr/pdf/dtravail/WP2009-33.pdf • Hueting (2013): http://www.sni-hueting.info/EN/Publications/2013-02-IndispensableEnvValues.pdf • National Income & Environmental Accounting: • http://www.ase.tufts.edu/gdae/Pubs/te/ENRE/3/Ch8_Income_Accounting.pdf <p>Websites:</p> <ul style="list-style-type: none"> • Reserve Bank of India: www.rbi.org.in • Budget and Economic Survey: www.indiabudget.nic.in • MOSPI: www.mospi.nic.in • CMIE: www.cmie.com • □ Economic and Political Weekly: http://www.epw.in/
<p>Additional information (if any)</p>
<p>Student responsibilities</p> <p>Attendance, feedback, discipline etc.</p>

Prepared by: Montu Bose

Course Reviewers:

Dr. Seema Sangita, TERI School of Advanced Studies, New Delhi

Dr. Ananya Ghosh Dastidar, University of Delhi, New Delhi

Course title: Corporate Finance				
Course code: PPM 122		No. of credits: 3	L-T-P: 31-14-00	
Learning hours: 44				
Pre-requisite course code and title (if any): NA				
Department: Business Sustainability				
Course coordinator:			Course instructor:	
Contact details:				
Course type: Core			Course offered in: Semester II	
Course description: In this course the students are exposed to the decisions taken by an individual or a business firm, which have financial implications. While decision processes are dealt with the objective of maximization of wealth of shareholders, a focus is kept on sustainability issues.				
Course objectives: The students will be given an overview of the financial system, the ideas of compounding and discounting and the basic risk-return trade-off in finance. They will be given a clear understanding of the financial decision-making process. The course will explain the role of finance in corporate strategy, will guide students on resource allocation decisions and will make the students explore how to determine the right balance of debt and equity capital to maximize firm value. The problems that managers may face and the decisions they would need to make will be approached keeping three issues in mind: maximization of wealth, risk-return trade-offs and aspects of sustainability in business.				
Course contents				
Module	Topic	L	T	P
1	An introduction to finance Evolution of finance as a discipline The scope of finance function, Forms of business organization, The financial decision making	1	0	0
2	Financing decision Concept of leverages, Operating, Leverage Financial Leverage, EBIT-EPS analysis	2	1	0
3	Concepts of valuation (1) Time value of money Compounding technique Future value Discounting techniques Present value Applications	2	2	
	3. Risk and return ▪ Risk & return of a single asset ▪ Risk & return of a portfolio ▪ Measurement of market risk ▪ Relationship between risk & return: The CAPM	2	2	

4	Module 4: Long term investment decision 4. <u>Capital budgeting</u> Nature of capital budgeting Evaluation techniques NPV, IRR, Profitability index methods	4	2	
	(2) <u>Cost of capital</u> Basic concepts Measurement of cost of capital Cost of debt Cost of equity Weighted average cost of capital	4	2	
5	Capital market Capital market efficiency Primary and secondary markets Organized exchanges in India SEBI	1		
6	Long-term financing <ul style="list-style-type: none"> Equity/ordinary share Term loans, debentures/bonds/notes Securitization Hybrid financing instruments Lease financing/hire-purchase financing Venture capital financing Foreign capital – FDI External commercial borrowings 	3	1	
7	Financial derivatives <ul style="list-style-type: none"> Introduction to derivatives Forwards, futures Options Profit and payoff from option positions Valuation of options Black-Scholes Model Straddles, Swaps Currency and interest rate derivatives 	5	2	
8	Dividend decision <ul style="list-style-type: none"> Irrelevance of dividends Relevance of dividends Determinants of dividend policy Bonus shares/stock splits 	2		
9	An introduction to Infrastructure Financing <ul style="list-style-type: none"> Uniqueness of infrastructure financing Environment and tax issues Infrastructure risks State of infrastructure financing in India 	2		
10	Mutual funds <ul style="list-style-type: none"> Organisation Types of funds Calculating fund returns 	1		
11	Case Studies	2	2	
Total		31	14	0

Evaluation criteria:

- Test 1: Assignment/s 20%
- Test 2: Quizzes 20%
- Test 3: Written 30%
- Test 4: Written 30%

Learning Outcomes:

Developing –

A Comprehensive understanding of business finance;

A comprehensive idea of sustainability financing and financial sustainability;

Requisite skills needed for financial decision making;

An introductory knowledge about finance markets.

Pedagogical approach:

A combine of class-room teaching and interaction, tutorial sessions and case studies.

Materials:**Suggested readings**

1. Pandey, I.M., Financial Management, Vikas Publishing, New Delhi, 10th edition.
2. Chandra, Prasanna, Financial Management: Theory and Practice, Tata McGraw-Hill Publishing Co, New Delhi, 8th edition.

Additional Readings

1. Brealey, Myers and Allen, Principles of Corporate Finance, McGraw-Hill Book Company, 10th edition.

Additional information:

Students are strongly advised to read at least one business news daily like the Economic Times, the Business Standard and the Financial Express.

The following websites may also be visited at regular intervals:

- www.bseindia.com;
- www.nseindia.com
- www.unpri.org

We have the corporate database CAPITALINE PLUS. Students are advised to use it for assignment and other work.

Student responsibilities:

Attendance, feedback, discipline: as per university rules.

Prepared by: Manipadma Datta

Course Reviewers:

1. Dr. Madhu Vij, Professor of Finance, FMS, University of Delhi.
2. Dr. S. K. Chaudhury, Director, IPE Global.

Course Title: Legal Aspects of Business				
Course code: PPM 158	No. of credits: 2	L-T-P distribution: 24-06-0	Learning hours: 30	
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 II		
Course description Law and legal institutions play a major role in the conduct of business. The purposes of laws relating to business in India are mainly twofold: To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country. There are a number of laws that have a bearing on the conduct of business. These cover broadly areas relating to corporate legal framework; business transactions; labour; environment; dispute resolution etc. In this course an attempt is made to introduce the students to certain important legal aspects of business. The course is divided into four modules dealing with formation of contract, breach of contract and its remedies; competition; formation of companies and its management; and dispute resolution. In addition to the relevant statutory provisions, important case laws would be discussed under each module.				
Course objectives <ul style="list-style-type: none">· To provide an overview of important laws that have a bearing on the conduct of business in India· To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms				
Course content				
Module	Topic	L	T	P
1.	Contract Laws a. The Indian Contract Act,1872: Essential elements of a contract; Formation of contracts; Void agreements and Voidable contracts; Discharge of contracts; Specific type of contracts- Agency, Guarantee, Indemnity, Bailment, Pledge, Hypothecation under Transfer of Property Act, 1882. b. The Sale of Goods Act, 1930: Transfer of title; Caveat Vendor; Conditions and Warranties; Rights of an unpaid seller; Hire purchase and Installment sale. c. The Consumer Protection Act, 1986: Caveat vendor; Consumer Protection Councils and Consumer Disputes Redressal mechanism. d. The Negotiable Instruments Act, 1881: Basic definitions; Recent amendments; Dishonour of certain cheques for insufficiency of funds; Offences under the Act.	10	2	0
2.	Competition and Insolvency Laws in Business The Competition Act, 2002: Objectives and evolution; Definitions; Salient features; Role of Competition Commission of India; Insolvency and Bankruptcy Code, 2016	4	1	0
3.	Company Law Definition-features-concept of limited liability-different types of companies. Formation-Memorandum and Articles- commencement of business- registration-conversion of companies already registered. Prospectus and allotment of securities- Public offer and Private placement. Share Capital and Debentures-kinds of shares and debentures-variation of shareholders’ rights- sweat equity-bonus-buyback- buyback prohibition. Acceptance of deposits by companies. Management and Administration of companies-declaration of beneficial interests- AGM-Report on AGM-EGM- ascertaining the sense of the meeting –ordinary and special resolution and their scope–notice, quorum, proxies, voting, poll. Appointment and remuneration of managerial personnel- key managerial personnel (KMP)- limit to remuneration-Central Government’s	10	3	

	power to fix limit- calculation of profit for the purpose.			
	Total	24	6	0
Evaluation criteria <ul style="list-style-type: none"> • Test 1: Written Exam 40% • Test 2: Written Exam 20% • Test 3: Written Exam 40% 				
Learning outcomes After completing this course, the students would be: <ul style="list-style-type: none"> • able to appreciate the importance of law and legal institutions in business • able to have a basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution. 				
Pedagogical approach A combination of class-room interactions, case studies, tutorials, and assignments.				
Materials Suggested readings : <ol style="list-style-type: none"> 1. Kapoor, N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.* 2. Ramappa, T., Competition Law in India, Oxford Books.* 3. Agarwal, Anurag K., Business Law for Managers, IIM Ahmedabad Books, Ahmedabad.* 4. Singh, A., Law of Contract & Specific Relief, Eastern Book Company. *Latest editions as available Additional Readings: Occasional reading materials as delivered by the faculty from time to time.				
Additional information (if any)				
Student responsibilities Attendance, feedback, discipline etc.				

Prepared by: Manipadma Datta

Course reviewers:

MV Shiju, Associate Professor, Christ University

MP Ram Mohan, Associate Professor, IIM Ahmedabad

Course title: Business, Natural Ecosystems and Community				
Course code: PPM 112	No. of credits: 2	L-T-P distribution: 22-08-00	Learning hours: 30	
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course Coordinator:		Course instructors:		
Contact details:				
Course type: Core		Course offered in: Semester III		
Course Description: Biodiversity and ecosystems are increasingly being recognized as critical natural resource and business issues as geographical areas selected by organizations as a source of materials or supplies are relied upon at an operational level and impact business decision making. There may also be non- financial costs that warrant recognition and measurement, with reference to water scarcity issues and knock on impacts of industrial production on other local industries such as farming or fishing. However, there are other impacts on natural resources which need immediate attention in context of business dependencies and community development. The course explores the drivers, regulatory pressures, frameworks and, most significantly, the business case for ecosystem service measurement and management and social issues associated with it.				
Course objectives: To equip business management students with the skills they need to better manage the impacts and dependencies on ecosystems and services that they provide To make them understand the relationship of businesses with local communities and learn to devise strategies for community relationship and engagement				
Course contents				
Module	Topic	L	T	P
1	Introduction to Ecosystems and its Services Introduction to Ecosystems: Structure and functioning; Ecosystems Services, Assessing changes in ecosystem Services, Business Case for Action (Risk Assessment); Business Initiatives in Ecosystem Management; Business- Community-Ecosystems Interface Case studies- Steel, Mining, Cement.	4	0	0
2	Identifying Ecosystem Impacts and Dependencies Introduction to Corporate Ecosystems Services Review; Tools, Framework and Methodologies (Water Footprint, GHG Footprint, Stakeholder Engagement Tools, Life-Cycle tools) Corporate Ecosystem Valuation Business Case for Valuation of Ecosystems, Screening for Corporate Ecosystem Valuation; The Economics of Ecology and Biodiversity, CEV Tools and Methodologies (InVest Integrated Valuation of Ecosystem Services and Trade-offs), Decision-making tools (MLSA software), Applying Corporate Ecosystem Valuation, Using CEV for improving business performance, Market for Ecosystem Services (Direct payments, Tradable Limits.	8	4	0

	Certifications)			
3	Natural Ecosystems and Business Applications Forests and Community, Forest Based Industries, Utilization of Non-Timber Forest Products and role of businesses, Community and Social Forestry, Forest and Livelihoods. REDD+; Businesses and Aquatic/ wetlands Ecosystems Case Study: NTFP based Livelihood Development in Dhenkenal Distt of Odisha.	4	2	0
4	Engaging with Communities	4	2	0
	Impact assessment of Business Projects, Community Engagement and Management, Relocation and Rehabilitation, Sustainable Livelihood Development, Socially responsible Business Models for Community Development	2		
	Total	22	8	0

Evaluation criteria:

The evaluation criteria of the course aim at testing the practical skills learnt during the course duration. Test 1:

Test 1 will consist of case studies / questions on theoretical concepts

Test 2 Case Studies (Group presentations): The students shall be asked to prepare analysis of the cases assigned and present in the class.

Test 3 Field assignments (Group presentations): Students are encouraged to conduct a field visit to suitable locations to study business impacts and dependencies of various industries on ecosystems such as mining, textile, cement, real-estate or any other. The students would then apply the skills learnt during the course to solve business problems related to ecosystems. The presentation and the concept note may be prepared based on the field visit and followed by the field visit report.

Test 1 20%

Test 2 Case Studies (Group presentations) 40%

Test 3 Field Assignment 40%

Learning outcomes:

By the end of the course, the students will:

Develop an understanding of business impacts and dependencies on ecosystems, the ecosystem services and their sustainable use. (Test1 and 2)

Learn tools and techniques of Corporate Ecosystem Review and Valuation (Test 1, 2 and 3)

Learn to devise strategies for community engagement and management (Test 2 and 3) Develop an ability to handle both operational and strategic business problems related to both risk assessment and management with

respect to impacts on Ecosystems and Communities (Test 3).

Pedagogical approach:

The course largely relies on case study-based approach to learning. Around eight case studies listed in the course outline would be discussed. The students would learn hands on training related to tools, frameworks and techniques of Corporate Ecosystem Valuation, Stakeholder Engagement and, Social Impact assessment. The students are encouraged to debate and discuss on various aspects of community relationship management and come out with their reports and give presentations on various facets of socially responsible business models involving community initiatives. There will be a field visit to study the business impacts on ecosystems and communities. Reading material (Listed in next section) for each module will be provided.

Materials

Ecology and Equity: The Use and Abuse of Nature in Contemporary India Author(s): Madhav Gadgil and Ramachandra Guha

Looking Back to Change Track (New) Editor: DivyaDatt and Shilpa Nischal, Year:2010, TERI Press , Forest Policy & Law – Applied Forestry Series No 1 by S S Negi.

Other References:

Guide to Corporate Ecosystem Valuation: A framework for improving corporate decision-making (WBCSD, 2013)

Corporate Ecosystem Valuation (CEV) Guidance (WBCSD, 2013) Corporate Ecosystem Valuation: A scoping study(WBCSD,2013)

Ecosystem services and biodiversity tools to support business decision-making (WBCSD,2013) Introduction to Valuing Ecosystem Services (WBCSD,2013)

Connecting the dots: Nexus between ecosystem and business(WBCSD,2013)

Approach for reporting on ecosystem services: Incorporating ecosystem services into an organization's Performance disclosure (GRI)

Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD,2013)

Business, Ecosystems, and Biodiversity: New Horizons for Management Research (WBCSD,2013) How Business Values Natural Capital: Taking Stock and Looking Forward (WBCSD,2013) Responding to the biodiversity challenge: Business contributions to the Convention on Biological Diversity (WBCSD) Biodiversity and ecosystem services scaling up business solutions: Company case studies that help achieve global biodiversity targets (WBCSD)

Ecosystem services and biodiversity tools to support business decision-making (WBCSD) The Corporate Ecosystem Service Review (WBCSD)

GRI inside and out: Global Reporting Initiative (GRI) Annual Report(PUMA, 2016)

Markets for Ecosystem Services – New Challenges and Opportunities for Business and the Environment: A Perspective (IUCN)

Corporate Ecosystem valuation: Building the business cases (WBCSD,2013)

How to Value Ecosystem Impacts and Opportunities: *Guide to Corporate Ecosystem Valuation road tested* (WBCSD,2013)

Responding to the Biodiversity Challenge Business contributions to the Convention on Biological Diversity

Making Sustainable Living Commonplace: Unilever Strategic Report: Annual Report and Accounts (Unilever)

Narula, S.A. and Bhattacharyya, S., 2017. Off-grid Electricity Interventions for Cleaner Livelihoods: A Case study of Value Chain Development in Dhenkanal District of Odisha. *Journal of Cleaner Production*, 142, pp.191-202.

Magray, M.A., Narula, S.A &59rgani, R.: Scope of Lac as Enterprise Development in Jharkhand; *Indian Journal of Economics and Development*, (2017), 13 (2), 387-39

Pre-requisite course code and title (if any): None

Narula, S. A, Magray, M.A and Desore, A. (2017), A sustainable livelihood framework to implement CSR project in coal mining sector; Journal of Sustainable Mining, (2017), 16(3), 83-93

Additional information (if any)

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Prepared By:

Dr. Sapna Narula

Course Reviewers:

Prof. Brajesh Singh, Director, Global Centre for Land based Innovation, Hawkesbury Institute for Environment, University of Western Sydney, Australia

Dr. Rajat Panwar, Associate Professor (Associate Professor (Sustainable Business Management) Appalachian State University, US.

Ms. Kanchi Kohli: Legal Research Director, Namati Environment Justice Program Centre for Policy Research, New Delhi

Course title: Entrepreneurship				
Course code: PPM 198		No. of credits: 2	L-T-P: 15-14-02	Learning hours: 30
Pre-requisite course code and title (if any): None				
Course coordinator:			Course instructor:	
Contact details:				
Course type: Core			Course offered in: Semester III	
Course description: It is needless to mention the relevance and importance of Entrepreneurship culture in our country given the level of unemployment on one hand and opportunities for creation of enterprises on the other. The subject of Entrepreneurship attracts importance in every sector of economy since it opens up the door for enterprise creation in every sector of business. Government has already issued a mandate of skilling 500 million youths of our country by the year our country enters 75 th year of Independence in the year 2022. One of the objectives of skilling up youth is to encourage them to set up their own micro/small enterprises or engage themselves productively in larger enterprises. In essence we need to create Entrepreneurial movement in our country and such a movement is possible through entrepreneurial curriculums.				
Course objectives: Primary objective of the course is to expose the students of Business Management to appreciate and understand the concepts and fundamentals of Entrepreneurship and to make them understand the process of business idea generation and converting the idea into a business model. While carrying out this process they also understand the role of government and the machinery that renders support in terms of policies, assistances etc. for creation, sustenance and growth of the enterprises by the individuals.				
Course contents				
Module	Topic	L	T	P
1	Definition of entrepreneurship, historical background, Gandhian philosophy, rural, village and cottage industries, entrepreneurial competencies, characteristics and qualities, charms of entrepreneur, case studies and group discussions, real life examples of successful entrepreneurs and their background, comparison of entrepreneurs and managers.	2	2	
2	Types of motivation, Entrepreneurial Motivation, David McClelland’s achievement motivation model, exercises such as ring toss etc. to understand risk taking behaviour	2	1	
3	Techniques and tools to improve creativity and innovation, impact on idea and business idea generation, psychological background of idea generation, exercises through idea generation lab.	2	3	1
4	Business plan and components of business plan, environment scanning, market survey, feasibility studies, project report preparation- exercises, financial statement analysis: financial ratios.	3	2	1
5	Indian Environment for Entrepreneurship: key regulations and legal aspects, MSMED Act 2006 and its implications, definition of MSMEs vis a vis other countries, schemes and policies of the Ministry of MSME, role and responsibilities of various government organizations, departments, banks etc., Role of State governments in terms of infrastructure developments and support etc., Public private partnerships, National Skill development Mission, Credit Guarantee Fund, PMEGP, discussions, group exercises etc.	2	3	

6	Issues and problems faced by micro and small enterprises and effective management of M and S enterprises (risk management, credit availability, technology innovation, supply chain management, linkage with large industries), exercises.	2	1	
7	Social entrepreneurship-role and need for entrepreneurship development, EDP cell, role of sustainability and sustainable development for SMEs, case studies, exercises.	1	2	
8	Challenges for entrepreneurs and prospects through e Marketing, future openings through FDI.	1		
	Total	15	14	2
Evaluation criteria: Test 1:Mid-term evaluation: Test 20% 2:Case analysis: 20% Test 3:Project: 40% Written Examination: 20%				
Learning outcomes: Develops Understanding of: <ul style="list-style-type: none"> ▪ Entrepreneurship scenario in the country ▪ Attractions for and challenges of an entrepreneur ▪ Entrepreneurial Motivation and Frustration ▪ Market Surveys: Business idea generation Lab, techniques and tools ▪ Business plan – Project Viability, HR Planning, Financial Planning ▪ Understanding Legal and Regulatory environment- Legal liabilities and obligations of the proposed business ▪ Organization – Structure, Resources, Marketing, Finance, etc. ▪ Maintenance of records ▪ Basic principles of economics and management ▪ Help available ▪ Business ethics ▪ Role of Government machinery, institutions and support systems (both Central and State Governments) ▪ Role of Public Private Partnerships ▪ MSMED Act 2006- Definitions of MSME in India and in other countries and its relevance ▪ Problems and issues confronted by MSMEs in our country and MSME Management ▪ Relevance of National Skills Development Mission ▪ Social entrepreneurship ▪ EDP Cell 				
Pedagogical approach: The course will cover basic theoretical inputs and applications through case studies, discussions,				

Presentations and interaction along with home assignments and tutorials. There will be 28/42 sessions of one hour each. The course will be built from the base inputs of entrepreneurship scenario to the creation of enterprise models in terms of all learning objectives covered already.

Much of the inputs will have bearing on the current scenario and the current operations of Government Ministries and departments and other sources. Hence lot of studies and analysis would be based on websites which are in use currently in the entrepreneurship development scenario.

Materials:

1. Poornima Charantimath, Entrepreneurship development- Small Business Enterprise, Pearson Education
2. Robert D Hisrich, Michael P Peters, Dean A Shapherd, Entrepreneurship, latest edition, The McGraw- Hill Company
3. Dr TN Chhabra, Entrepreneurship Development, Sun India Publications, New Delhi

References:

1. Dr CN Prasad, Small and Medium Enterprises in Global Perspective, New century Publications, New Delhi
2. Vasant Desai, Entrepreneurial development and management, Himalaya Publishing House
3. Maddhurima Lall, Shikah Sahai, Entrepreneurship, Excel Books
4. Rashmi Bansal, STAY hungry STAY foolish, CIIE, IIM Ahmedabad
5. Law and Practice relating to Micro, Small and Medium enterprises, Taxmann Publication Ltd.
6. Kurakto, Entrepreneurship- Principles and Practices, Thomson Publication
7. Laghu Udyog Samachar (English and Hindi)

Websites: www.msme.gov.in www.dcmesme.gov.in www.msmetraining.gov.in www.nsic.co.in
www.niesbud.nic.in

Additional information (if any):

Student responsibilities:

Attendance and class participation will be given utmost importance. All assignments/case studies should be submitted as per the given timelines

Prepared By:

Dr. Jaya Seelan & Shruti Sharma Rana

Course reviewers:

1. Dr. S K Dixit- Director, Planning and Professional Development, ICSI
2. Dr. Ashis Gupta, VP, FOAM
3. Mr. Satvinder Singh, Sr. General Manager, National Small Industries Corporation

Course title: Accounting and Finance for Sustainability				
Course code: BSI 125	No. of credits: 3	L-T-P distribution: 33-12-00	Learning hours: 45	
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 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.				
Course Objectives In the context of the above course description, the objectives are to: <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;• Eexplain 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">o Green/Environmental Profit & Loss Accounto 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; 5. Activity Based Cost Measurement (ABCM).	1	1	0
6.	Integrated Reporting a. Economic and environmental reporting; b. Integrating process; c. Sustainable Reporting Standards	3	2	0
7.	Firm level performance analysis a. Financial vs. Non-Financial: Integration b. Challenges to developing appropriate benchmarks; c. Case studies.	1	2	
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	
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	<p>Market Indices and Sustainability Issues</p> <p>d. Basis and Construction mechanisms of such indices; e. Major green marketing dices in the world; f. Indian position and a global comparison.</p>	2	1	0
14	<p>Financing sustainability</p> <p>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)</p>	3	0	0
PART IV				
15	<p>Policy and Regulatory issues</p> <p>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.</p>	2	0	0
<p>Evaluation criteria</p> <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% 				
<p>Learning Outcomes</p> <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) 				
<p>Pedagogical approach</p> <p>The course will be delivered through lectures and discussion of case studies, research papers and articles.</p>				

Course Materials**Books**

1. Unerman, J, Bebbington, 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. F<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: Supply Chain Management				
Course Code: PPM 138	No. of credits: 2	L-T-P distribution: 28-02-0	Learning hours: 30	
Pre-requisite course code and title (if any): The students should have undergone a course on fundamentals of Operations Management ,and quantitative techniques on inventory management.				
Department: Department of Business and Sustainability				
Course Coordinator:		Course Instructor:		
Contact Details:				
Course Type: Elective		Course offered in: Semester III		
Course Description: Business the world over is struggling to sustain competitiveness in a rapidly globalizing economy. Sustainability is increasingly becoming an issue of concern for the mankind. The boundaries of traditional trade partners are getting dissolved and emerging markets will present future opportunities as well as new rivals. In today’s environment of globalized economy, shortening product life cycle, complex corporate joint ventures, and stiffening requirements for customer service, it has become necessary to consider the complete scope of supply chain management, ranging from supply of raw materials, through factories and warehouses, to meeting the demand in sales outlets. Supply chain has emerged as a factor to provide competitive advantage. The course focuses on bullwhip effect, types of supply chains, procurement policies, postponement and differentiation, outsourcing, distribution channels and collaborative aspects of supply chain. The course is designed to provide knowledge to students on concepts and practices as followed in supply chains.				
Course objectives <ul style="list-style-type: none">• To understand the role of bullwhip effect and steps to reduce the same• To understand the practices as followed in various types of supply chains• To develop and understanding of individual components of supply chains• To impart analytical and problem solving skills necessary to develop solutions in supply chain conflicts• To develop the ability to design logistics systems and formulate integrated supply chain strategy• To understand the importance of greening supply chain• To appreciate the role and importance of Green supply chain.				
Course Contents				
Module	Topic	L	T	P
1	Supply Chain Management: Issues & Challenges through cases: Simchi-Levi, D. <i>et. al.</i> , <i>Introduction to Supply Chain Management</i> , Designing and Managing the Supply Chain, 2e, 2003, Irwin McGraw Hill, pp. 1-21. Management Game: Beer Game	4	0	0
2	Bull whip effect: Impact, Causes, Remedies The Value of Information: Demand Uncertainty in Supply Chain.:	2	0	0

	Simchi-Levi, D. <i>et. al.</i> , <i>The Value of Information, Designing and Managing the Supply Chain</i> , 2e, 2003, Irwin McGraw Hill, pp. 91-117.			
3	What is the Right Supply Chain for Your Product , Harvard Business Review, March- April, 1997, pp. 105-116. Case 1: Barilla Spa(Text book)	2	0	0
4	Logistics Network Configuration: Procurement policies. Simchi-Levi, David; Kaminsky, Philip and Simchi-Levi, Edith; Procurement and Outsourcing Strategies, Design and Managing the Supply Chain, Irwin McGrawHill, 2e, 2003.	2	1	0
5	Outsourcing <i>Readings:</i> Simchi-Levi, David; Kaminsky, Philip and Simchi-Levi, Edith; Procurement and Outsourcing Strategies, Design and Managing the Supply Chain, Irwin McGrawHill, 2e, 2003.	2	0	0
6	Postponement and Differentiation <i>Readings:</i> Simchi-Levi, David; Kaminsky, Philip and Simchi-Levi, Edith; Supply Chain Integration, Design and Managing the Supply Chain, Irwin McGrawHill, 2e, 2003, pp. 119-142.	3	0	0
7	Distribution channels ; Strategic Alliances in supply chains <i>Readings:</i> Simchi-Levi, D. <i>et. al.</i> , <i>Strategic Alliances, Designing and Managing the Supply Chain</i> , 2e, 2003, Irwin McGraw Hill, pp. 143-164. Case 4: Laura Ashley and Fed. Ex. (Text Book) Case 5: Hilton Oberoi by GD Sardana (To be distributed)	4	0	0
8	Mid term Exam; Third-Party, Fourth-Party and Reverse Logistics . <i>Readings:</i> Kopczak, L.R., <i>Trends in Third-Party Logistics, Achieving Supply Chain Excellence Through Technology</i> , 1999, pp. 268-272. Gattorna J., <i>Fourth-Party Logistics: En Route to Breakthrough Performance in the Supply Chain</i> , Strategic Supply Chain Management,	2	0	0

	Gattorna, J., Gower, 1998, pp. 425-445.			
9	Greening of supply chain Case 6: To be announced Sustainability through Supply chains	4	1	0
10	Customer Value, Performance measurement of Supply Chain <i>Readings:</i> Simchi-Levi, David; Kaminsky, Philip and Simchi-Levi, Edith; Customer Value and Supply Chain Management, Design and Managing the Supply Chain, Irwin McGraw Hill, 2e, 2003, 207-260.	4	0	0
	Total	28	02	0
Evaluation criteria <ul style="list-style-type: none"> • Test 1 : Quiz 20% • Test 2: Presentation 20% • Test 3: Written Test 20% • Test 4: Written Test 40% 				
Learning Outcomes: <ul style="list-style-type: none"> • The student should be able to identify and appreciate the application of a right supply chain • The student should be able to suggest/design a supply chain appropriate to a simple economic environment • The student should be able to suggest corrective action in case of an ineffective supply chain. 				
Pedagogical approach <ul style="list-style-type: none"> • Lectures • Illustrative cases and case discussions (groups) • Assignments (Individual / group). 				
Materials: Designing and managing the Supply Chain: Concepts, Strategies, and Case Studies 2e David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi, Publ. Pearson . Fundamentals of Logistics Management D.M. Lambert, J.R. Stock and L.M. Ellram, 1998 McGraw-Hill International Editions Purchasing in Supply Chain Management Robert Monczka, Robert Trent and Robert Handfield, 1998 South-Western College Publishing Supply Chain Management: Strategy, Planning and Operation				
Journals for advanced studies <ul style="list-style-type: none"> <input type="checkbox"/> International of Physical Distribution and Logistics Management <input type="checkbox"/> Supply Chain Management: An International Journal <input type="checkbox"/> Supply Chain Management Review <input type="checkbox"/> Journal of Supply Chain Management <input type="checkbox"/> Journal of Enterprise Information Management <input type="checkbox"/> Purchasing and Supply Management <input type="checkbox"/> Decision Science <input type="checkbox"/> International Journal of Production and Operations Management 				

<input type="checkbox"/> Journal of Production and Inventory Management
Additional information (if any)
Student responsibilities The students are expected to submit assignments in time and come prepared with readings when provided.

Prepared by:

Dr Sanjeeva Shivesh & Montu Bose

Course Reviewers:

Prof Mrinalini Shah, Institute of Management Technology, Ghaziabad

Prof Siddharth Varma, International Management Institute, New Delhi

Course title: Social Entrepreneurship				
Course Code: PPM 178	No. of credits: 2	L-T-P distribution: 16-14-00	Learning hours: 30	
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course coordinator:		Course Instructor:		
Contact Details:				
Course type: Elective		Course offered in: Semester III		
Course Description: The proposed course will aim to sensitize students on the concept and practices of social entrepreneurship. Besides introducing students to the concept, the course will enable them to ideate, work on intent clarity, discover and also prepare an elementary business plan. In other words, it’s a course based on the philosophy of Learning by Doing.				
Course objectives: The main objective of this course is to create a group of future students and professionals who can – <ul style="list-style-type: none">• Appreciate the need for creating a self-driven and reflective journey towards understanding the relevance of using entrepreneurship as a tool to solve social problems;• Understand and apply the tools of Value Proposition Design, Business Model Canvas and Effective Presentations to develop social entrepreneurial initiatives.				
Course Contents				
Module	Topic	L	T	P
1	Dynamics of Development: The Indian Perspective An Overview of the Development Sector.	4	0	0
2	Focus on the Global and Indian Development Discourse ,Ideology Versus Action,NGOs, Social Enterprises and Community-based Organizations Social Entrepreneurship Case Studies of Social Enterprises in the Global and Indian Context.	4	0	0
3	Advocacy and Social Marketing A Perspective on Social Communication, Media and Marketing.	2	0	0
4	Social Impact An Introduction to Qualitative and Quantitative Social Research; Understanding Indicators; Baseline Studies, Mid-Term Reviews and Impact Assessments.	2	2	0
5	Clarify Intent Understanding Self in Context of Social Entrepreneurship Personal Business Model Canvas Problem Identification	1	4	0

	Matching Self and Challenge			
6	Innovate Concepts Discovery Value Proposition Design Financial Model Preparation Business Model Generation Social Business Model.	1	4	0
7	Pilot/Prototype Methods Execution.	1	2	0
8	Financial Planning Budgeting Raising Finance	1	2	0
	Total	16	14	0
<p>Evaluation criteria</p> <ul style="list-style-type: none"> • Test 1 : 40% • Test 2:40% • Test 3: 20% <p>The evaluation policy is designed to verify the knowledge acquired by students during the course. Evaluation will be based on the practical knowledge gained to convert a social idea into a business reality. Each student has to work on a Business Plan. Students will be individually mentored for their presentations. The entire business model canvas will be converted into Why, What and How – the three most strategic components of a successful business plan.</p> <p>•Test 1: Value Proposition Design and Business Model Canvas: 40% weightage. These are the 2 most fundamental tools to test the sustainability of any business idea. The parameters on which the evaluation will be done are (1) successful completion of the chart (2) on whether the canvases are based on a proper discovery of the real world or not and (3) clarity on each component (At the end of module 2)</p> <p>•Test 2: A Business Plan Presentation: 40% weightage. This evaluation is based on the following parameters – (1) Description of the Entrepreneur’s Personal Journey (2) Clear articulation of Vision and Mission (3) Marketing Strategies (4) Clear Articulation of Innovation (5) Cost versus Revenue Analysis (At the end of Module 5)</p> <p>•Test 3: Class Room Participation: 20% weightage. This will be evaluated based on discussions and co-creation of knowledge, giving peer feedbacks, and self-reflection. (Throughout the course)</p> <p>All Business Plan presentations will be evaluated by successful social entrepreneurs. Students will get real feedback from practitioners.</p>				
<p>Learning Outcomes: After attending this course,</p> <ul style="list-style-type: none"> • A group of future students will be able to create a social business venture and (Test 1, 2, and 3) • All the students will be able to understand & analyze ways and means to make these sustainable (Test 1, 2, and 3). 				
Pedagogical approach				

<ul style="list-style-type: none"> • Lectures • Illustrative cases and case discussions (groups) • Assignments (Individual / group).
<p>Materials:</p> <p>Social Entrepreneurship by David Bornstein (Oxford University Press)</p> <ul style="list-style-type: none"> - Social Business by Muhammad Yunus - How to Change the World by David Bornstein - Fortune at the Bottom of the Pyramid by CK Prahlad - Case Studies (Grameen Bank, Narayana Hridayalaya) - Lessons from real social enterprises (ACT, Slam Out Loud, Teach for Green, SaanjhiTokri, Changing Concern into Action, Kaitley, Mind Pipers, Muskaan etc.) - Additional Readings, Case Studies and Research Papers will be suggested from time to time in the class.
<p>Additional information (if any)</p>
<p>Student responsibilities</p> <p>The students are expected to submit assignments in time and come prepared with readings when provided.</p>

Prepared by:

Dr Avijit Chakravarti & Montu Bose

Course Reviewers:

1. Tushar Sankar Banerjee, BIMTECH
2. Vinod Kumar, IMI New Delhi

Course title: Business to Business Marketing				
Course code: PPM 109		No. of credits: 2		L-T-P distribution: 30-00-00
Learning hours: 30				
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 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.				
Course objectives 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: <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.• To give an overview of B2G marketing in India.				
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	3	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 KendiyaBhandar and NCCF, Role of DGS&D, Selling to CSD, Wrap-up Article for presentation: What is B2G Marketing	2	0	0
		30	0	0
	Total	30		
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. Havaladar, 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: Corporate governance				
Course code: PPM 177	No. of credits: 2	L-T-P distribution: 28-2-0	Learning hours: 30	
Pre-requisite course code and title (if any): None				
Department: Department of Business and Sustainability				
Course coordinator:		Course instructor:		
<u>Contact details:</u>				
Course type: Elective		Course offered in: MBA (BS) & MBA Infrastructure		
Course description: The Enron and WorldCom implosions, that were discreet events involving fraud and loss to shareholders, employees and pensioners and resulted in legislations such as the <i>Sarbanes-Oxley Act</i> of 2002, marked a significant increase in interest in the field of corporate governance ¹ . The subsequent Global Financial crisis of 2007-2009 which resulted in various governments spending billions of taxpayer money in bail-out packages to business organizations has led to a view that corporate governance reforms need to be much more profound and, possibly, even intrusive and has resulted in a debate on the role to be played by the state, as a regulator, in ensuring good governance. The impact of corporate mis-governance is quite significant and extends far beyond the affected organization; therefore, corporate governance has fast emerged as a significant academic discipline in the last two decades and today occupies a significance presence in the curricula at business schools. Even though corporate governance reforms in India are of recent origin they are increasingly occupying center stage in discussions. While the reform process got a kick start with the liberalization of the Indian Economy in the 90s and the progress in legislating and introducing corporate governance reforms in India in the last two decades has been quite significant, their effectiveness continues to be a matter of considerable debate. Corporate India has also had its share of governance scams with Satyam, which has been described as India’s Enron ² , being the most notable one.				
Course objectives: Given that effective corporate governance is crucial to a successful and sustainable corporate enterprise and also the fact that it is, as yet, an evolving discipline, this course would help to equip students with the frameworks that are required to understand and apply the roles, responsibilities, reporting obligations, liabilities and effectiveness of boards of directors, management, shareholders, regulators and other corporate stakeholders with specific reference to the challenges that are faced in the Indian business environment. This course would pay particular attention to how developments in corporate governance have been shaped by various theories of corporate governance and trace the history of developments in this field- internationally and in India.				
Course contents				
Module	Topic	L	T	P
1	Background : The Global Financial Crisis of 2007-09: Its Antecedents and Consequences –the increasing relevance of Corporate Governance.	1	0	0
2	Introduction: Ethics, Morals & Values: Concepts of Utilitarianism and Universalism; Values & Value Orientation of the Firm; Typical Problems in	2	0	0

	Business Ethics; Conflict of Interest and Ethics; Corporate Social Responsibility.			
3	The Theoretical Framework (s) for corporate governance: Agency Theory; Stakeholder Theory; Stewardship Theory; Resource Dependency Theory; Gandhian concept of Trusteeship.	2	0	0
4	Corporate Governance: Why governance? – Ancient Indian Connections; History of Corporate form and models; Corporate Objectives and goals: Ownership pattern: Issues in managing public limited firms; Agency problems. Corporate Governance and Investor Engagement.	2	0	0
5	Nature & Evolution of Corporate Governance: Global and National Perspectives; Global Corporate Governance models; Anglo American and other models (Germany & Japan); Claims of Various Stakeholders: Changes from the eighties; Cadbury Report, OECD Committee Recommendations; SOX Act.	2	0	0
6	Internal Corporate Governance Mechanism: Board of Directors; Functional Committees of Board; Code of conduct, whistle blowers; Board and Committee Assurance Providers and Other Advisors;	2	0	0
7	External Corporate Governance Mechanism: Regulators, Gate keepers, Institutional Investors, Corporate raiders. Auditing, Internal Controls and Compliance	2	0	0
8	Corporate Governance Ratings	1	0	0
9	Specific Challenges for Corporate Governance in India: The role of the dominant shareholder; legal rights and enforcement; differences in cultural factors and their impact on the CG framework; Corporate Governance in family owned companies.	3	2	0
10	Evolution of Corporate Governance in India: corporate form in India – 50s to 90s; developments in Corporate Governance in India in nineties and 2000s; CII, Kumara 79rganiza Birla, Narayana Murthy, Naresh Chandra, JJ Irani Committee reports; Legal and Regulatory Challenges; introduction and modification of Clause 49; Corporate governance in practice in India – some examples.	2	0	0
11	Corporate Governance Issues in Satyam Case – An Analysis	1	0	0
12	Rights of Minority Shareholders in Indian PSUs: the case of Coal India.	1	0	0
13	How successful have CG Reforms been in India?	1	0	0
14	Does Good Governance lead to good performance? Can good governance be mandated?	1	0	0
15	The Future Direction for Corporate Governance	1	0	0
16	Group Presentations	4	0	0
		28	2	0
Evaluation criteria: Test 1: Written Exam: 30% Test2 : Assignments: 30% Test 3: Written Exam: 40%				
Learning outcomes: At the end of the course, the students would have:				

<ul style="list-style-type: none"> ▪ Developed an understanding of the conceptual framework for Business Ethics & Values and appreciate ethical issues and concerns that arise while taking decisions in personal and corporate life. ▪ Understood the various theoretical frameworks on which corporate governance theories are based. ▪ Followed the evolution of corporate governance frameworks as they have evolved internationally. ▪ Understood the specific roles, responsibilities, reporting obligations, liabilities and effectiveness of boards of directors, management, shareholders, regulators and other corporate stakeholders in good governance in organizations. ▪ Appreciated the challenges that are specific to the Indian context and understand why transplanting western concepts of corporate governance to the Indian setting may not give the desired solutions. ▪ Identified the direction for future corporate governance reforms.
<p>Pedagogical approach:</p> <p>The pedagogy used for the course would be a blend of learning in the class room and then applying theory to the analysis of encapsulated situations (case studies) and project assignments. In this course Learning is not intended to be a one way transmission of information through lectures and the course is designed to be very practical and supported by strong theoretical foundations. Students would be encouraged to be constructively critical of the assumptions, arguments, positions, the status quo and prevailing theories of corporate governance presently put forward by regulators, academics and other stakeholders. The objective of the pedagogy to be followed is, therefore, to develop the student into an engaged, critically reflective practitioner, who is not necessarily engaged only in quiet self-reflection, but is social, action-oriented and is able to analyze the dominant thinking in this field. Through reflection, students would acquire new (and hopefully more powerful) understanding and appreciation of the phenomenon of corporate governance, individually and in concert with their colleagues. The 28 contact sessions for this course would be broadly organized as follows; 22 sessions for Class Room Lecture given by the course Instructor that would expound and package the theory and concepts with illustrations and relate with real life examples; 2 sessions of Case Discussion, facilitated by the course Instructor and/or Guest Speakers with dynamic student interaction, to simulate, apply and illustrate any given concept, theory or argument; 4 sessions of Group Presentation and Report, led by students, under the supervision of the course Instructor, to communicate, draft and develop the concepts, theory and arguments and make presentations in the class.</p>
<p>Materials</p> <ol style="list-style-type: none"> 1. Corporate Governance & Stewardship by N. Balasubramanian; published by Tata Mc Graw Hill Education Private Limited, New Delhi.2010 Edition. –will be used as Core Text Book. 2. Business Ethics; An Indian Perspective by A.C.Fernando; published by Dorling Kindersley (India) Pvt. Limited – a licensee of Pearson Education in South Asia.2010 Edition –will be used as Supplementary Text Book. <p>These texts will be supplemented with additional teaching aids such as academic papers, case studies and research work in this field.</p>
<p>Additional information (if any):</p>
<p>Student responsibilities:</p>

Prepared By:

Dr. Santosh Pande & Montu Bose

Course reviewers:

1. Mr. M S Sahoo, Secretary General, ICSI
2. Dr. Veena Agarwal, Area Convenor, Centre for Resource and Environmental Governance, TERI.
3. Dr. Ashish Bhattacharya, Professor and HOD, School of Corporate Governance and Policy.

Course title: Health Finance						
Course code: PPM 176		No. of credits: 3	L-T-P distribution: 34-11-00			
Learning hours: 45						
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: Semester III			
Course description One of the goals (SDG 3) in the ambitious development agenda of the Sustainable Development Goals (SDGs), adopted by the United Nations on 25 th September 2015, requires substantial investments for providing financial risk protection and achieve Universal Health Coverage (UHC). To protect the households from financial risk due to health expenditure, different countries (& states) have adopted a variety of health financing strategies. The out-of-pocket (OOP) expenditure or direct payments, one of the major contributor to healthcare payment in most of the developing countries, made by individuals to healthcare providers at the time of service use, is considered as the most regressive form of healthcare payment. It owes to low public healthcare spending coupled with poor regulatory policy and monitoring over private healthcare providers in these countries. This results in absorbing a significant portion of a household budget and pushing them to sacrifice many other basic needs of their well-being, such as food, apart from making them economically poorer. This course has been developed in this background. It is aimed at offering an exhaustive understanding to the students on health financing mechanisms across spatio-temporal locations. In particular, it will help a student to understand the mechanisms from the perspective of multiple stakeholders, such as the State, consumer/patient, hospital/healthcare provider, medical insurance companies, interest groups (national/ international), etc.						
Course objectives The course aims to – · Expose the students to the organization and financing of the health care system to understand the importance of health financing mechanisms; · To provide the students an exposure to different health financing mechanisms across time and space to gain an understanding to their applicability, efficiency and appropriateness in different socio-economic-political conditions · Make them familiar with the advantages and limitations of different health financing mechanisms and strategies adopted across countries/states at various stages of its life cycle-from organization to implementation; · Enable them to understand the requirements of health financing mechanisms which can be financially sustainable/viable.						
Course content						
Module	Topic			L	T	P
1.	Introduction: Health related Development Goals, Health Sector Reform & Health Financing Problems of healthcare system Forces of driving health reform Health-reform cycle Goals of Universal Health Coverage (UHC) & health financing Beyond health financing: the wider health system & economy.			5	0	
2.	Sources of Revenue for Health Financing Different sources of raising revenue – compulsory or voluntary, prepayment or out-of-pocket, domestic or foreign; revenue raising and policy objectives; fiscal space & health financing; role of public spending on healthcare; case studies from Thailand, Bangladesh & Sri Lankan health system.			6	1	
3.	Pooling Mechanism in Health Financing Policy objectives and the role of pooling, desirable characteristics of resource-pooling,			7	2	

	fragmentation in pooling and the role of policy makers, insurance mechanism: public & private sector; case studies from Thailand, Bangladesh & Sri Lankan health system.			
4.	Purchasing Healthcare Services Types of healthcare purchasing; Strategic purchasing; challenges of the purchasers, institutional arrangements & purchasing instruments; paying different healthcare services, provider payment mechanism; case studies from Thailand, Bangladesh & Sri Lankan health system.	5	1	
5.	Designing Benefit Package Publicly funded benefit package for health, role of rationing, coverage choice, benefit package & UHC promotion; cost effective interventions; case studies from Thailand, Bangladesh & Sri Lankan health system.	6	2	
6.	Policies for UHC: Indian Experience Comparison of Indian Health system with the developed countries, health financing in Indian States: Cases from Kerala, Tamil Nadu, Punjab, Maharashtra, Odisha, Madhya Pradesh & West Bengal; Evaluation of Health Financing Strategies of the states.	5	5	
		34	11	
	Total		45	

Evaluation criteria

The break-up of the evaluation procedure is as follows –

Test 1: Written Examination – (Module 1) 20%

Test 2: Case-study preparation – (after completion of Module 2-4) 20%

i. Structure: (1) identification of an important problem related to revenue raising/pooling/purchasing; (2) explain why it is important for the country/state/province from the health financing perspective; (3) how has this problem been addressed in the literature (both empirical and theoretical); (4) where is the scope of improvement – in policy, method etc.; (5) analysis and/or use of data & methodology (if needed); (6) clear explanation of the result with conclusion.

ii. Indicators for assessment: (a) Identification of the problem; (b) Identification of specific research question(s); (c) Structure and referencing; (d) Content, language, clarity (Academic Merit); I punctuality & timeline adherence.

Note: (d) shall carry a weight of 50%; (a) & (b) shall carry 15% each; the rest will carry 10% each 20%

Test 3: Writing of a macro level data analysis report – (Module 6)20%

i. Structure: (1) identification of an important problem related to health financing; (2) explain why it is important for the country/state/province from the health financing perspective; (3) how has this problem been addressed in the literature (both empirical and theoretical); (4) where is the scope of improvement – in policy, method etc.; (5) specify the objective of the work; (6) clearly mention the data source and methodology (7) explain & discuss the results obtained; (8) policy directions/ recommendations & scope of further research.

ii. Indicators for assessment: (a) Identification of the problem; (b) Identification of specific research question(s); (c) Structure and referencing; (d) Content, language, clarity (Academic Merit); I punctuality & timeline adherence.

Note: (d) shall carry a weight of 50%; (a) & (b) shall carry 15% each; the rest will carry 10% each

Test 4: Written Examination (Module 2-5) – 40%

Learning outcomes: After successful completion of the course, students will be able to –

Develop an exhaustive understanding of the health financing systems (Test 1 and 4)

Ability to identify and analyse the sources of health financing in different economic system (Test 2)

Ability to understand the different methods and extent of pooling in health financing and its impact on equity (Test 2)

Develop an understanding in different purchasing mechanism and the best practices in the various contexts (Test 3 and 4)

Ability to evaluate the health financing system and prescribe policies for better health outcome and to achieve SDGs (Test 3 and 4)

Pedagogical approach

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

Materials Books

- Gottret, Pablo & Schieber (2006). Health Financing Revisited: A Practitioner's Guide. Washington, DC: World Bank.
- Josep, Ray & Elke (Eds.) (2005). Purchasing to improve health systems performance. Open University Press European Observatory on Health Systems and Policies series.
- Zweifel & Breyer. (1997). Health Economics. Oxford University Press.

Reports & other references:

- Antos JR. (2007). Health Care Financing in Thailand: Modeling & Sustainability. Mission Report to the World Bank. Bangkok.
- Bose M., Indranil M., Vaidyanathan G. et.al. (2017). Tamil Nadu State Health Accounts 2013-14. PHFI, New Delhi.
- Mishra A. & Seshdari S.R. (2015): Unpacking the Discourse on Universal Health Coverage in India, Social Medicine, 9(2), 86-92.
- Muraleedharan VR. Umakant D. & Lucy G. (2011). Tamil Nadu 1980s – 2005: A Success Story in India, in ed. Dian B, Martin M & Anne M., Good Health at Low Cost 25 Years on What makes a successful health system?
- National Health System Resource Centre (2016). National Health Accounts Estimates for India (2013-14). Ministry of Health & Family Welfare, GoI.
- Planning Commission of India (2011): High Level Expert Group Report on Universal Health Coverage for India. (http://planningcommission.nic.in/reports/genrep/rep_uhc0812.pdf).
- Prinja S., Manmeet K. & Rajesh K. (2012): Universal Health Insurance in India: Ensuring Equity, Efficiency, and Quality, Indian Journal of Community Medicine, 37(3), 142-49.
- Public Health Foundation of India (PHFI) 2016. State Health Accounts Madhya Pradesh.
- Public Health Foundation of India (PHFI) 2016. State Health Accounts Odisha.
- Public Health Foundation of India (PHFI) 2016. State Health Accounts Maharashtra.
- Public Health Foundation of India (PHFI) 2016. State Health Accounts Kerala.
- Public Health Foundation of India (PHFI) 2016. State Health Accounts Punjab.
- Qadeer I. (2013): Universal health care in India: Panacea for whom? Indian Journal of Public Health, 57(4), 225-30.
- Roberts MJ., William H., Peter B. & Michael RR. (2008). Getting Health Reform Right. OUP. New York.
- The World Bank (2009). Working in Health: Financing & Managing the Public Sector Health Workforce.

Web References:

Global Network for Health Equity, available at: <http://gnhe.org/blog/category/south-east-asia/>

WHO, Health financing for universal coverage, available at: http://www.who.int/health_financing/training/e-learning-course-on-health-financing-policy-for-uhc/en/

WHO, 'Health financing for universal coverage, available online at: http://www.who.int/health_financing/policy-framework/en/

WHO, Health Financing, available at: http://www.who.int/health_financing/en/ WHO, India, available at: <http://www.who.int/countries/ind/en/>

WHO, Health Financing, available at: http://www.who.int/health_financing/topics/sustainable-financing-for-uhc/en/

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

Attendance, timeline adherence for assignments, come prepared with readings when provided.

Prepared by: Montu Bose

Course Reviewers:

Prof. Umakant Dash, IIT Madras

Prof. Arijita Dutta, University of Calcutta

Course title: Financial Intermediaries, Institutions and Regulations					
Course code: PPM 125		No. of credits: 2		L-T-P distribution: 28-02-00	
Learning hours: 30					
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
14	Case Studies	0	2	0
	Total	28	2	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: International Financial Management				
Course code: PPM 191		No. of credits: 2	L-T-P: 30-00-00	Learning hours: 30
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; 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:				
<p>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 in sight to risk management.</p>				
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 	3	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 	3	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	30	0	0
Evaluation procedure <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% Assignments <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 All cases can be submitted in groups of size not more than five (5).				
Learning outcomes: By the end of the course, participants will be able to: <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. 				
Pedagogical approach The course will be delivered through lectures and discussion of case studies, research papers and articles.				

Materials:**Suggested readings Text:**

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

Desired Readings

1. Buckley, A. (2009). *Multinational Finance*. (5thed.). Pearson Education.
2. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management*. (12thed.). South-Western.
3. Resnick, B. G., & Eun, C. S. (2014). *International Financial Management*. (7thed.). McGraw Hill International.
4. Madura, J. (2018). *International Financial Management*. (13thed.). Cengage Learning India Pvt Ltd.
5. Butler, K.C. (2012). *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5thed.). 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: Design Thinking					
Course code: PPM 179		No. of credits: 2		L-T-P: 12-18-0	Learning hours: 30
Pre-requisite course code and title (if any): NA					
Department: Department of Business and Sustainability					
Course coordinator:			Course instructor:		
<u>Contact details:</u>					
Course type: Open Elective			Course offered in: Semester III		
Course Description This course will be an introduction to Design Thinking (DT). This course will let the learners understand the underpinnings of design thinking, and work with the DT framework and tools to help them understand design thinking as a creative problem-solving approach. We will also explore unique stories from organizations and teams that used design thinking to uncover compelling solutions.					
Course objectives The course aims to: Instill the Design Thinking approach Develop the understanding and implementation of Design Thinking framework Apply Design Thinking tools to solve a problem Conceive and ideate persuasive solutions using Design Thinking approach.					
Course Content					
S No	Topic	L	T	P	
1.	Problem Solving Visual problem solving Experience economy and the context of Digital	2	2	0	
2.	Design Thinking Philosophy The three lenses of Innovation Why Design thinking Rudiments of Design Thinking	2	2	0	
3.	Design Thinking Framework and Tools Five (5) phases of Design Thinking Framework Design Thinking Framework: Empathy, Define, Ideate, Test, Prototype Design Thinking Tools: Storyboarding, Build Measure Learn Feedback DIY: Design Thinking Tools	2	3	0	
4.	Design Thinking Experience Problem identification in the context of the Design Thinking Framework. Problem Identification DIY – Design Thinking Process Empathy, Define, Ideate, Test, Prototype Blog: DT Phases to solve a problem.	3	4	0	
5.	Design Thinking in Practice Design Thinking Solution Working as teams of four (4) they will work on aspects of using DT with appropriate tools to solve the problem. Design Thinking for Business Sustainability, Product, Service, Consultancy and Social Domains DIY – Design Thinking Process for the Proposed problem	2	3	0	

6.	Design Thinking Unique Case Studies Group Presentation: Minimum Viable Product for the proposed problem The Way Forward	1	4	0
	Total	12	18	

Evaluation criteria

Test 1 Quiz (Module 1, 2 and 3): (30%) end of module 3

Test 1 will be a paper-based exam which with multiple option questions and descriptive questions. The exam will evaluate the student understanding on the Design Thinking Approach, Philosophy, Framework and Tools.

Assignment – Blog (Individual + Group) (Module 3 and 4):15% (assigned at the beginning of module 2 and will evolve of the course duration)

The Design Thinking blog component is equivalent to the assignment and will be evaluated by the course coordinator. The blog creation assignment will be. The blog will be based on application of Design Thinking Framework and Tool and will be document a DT experience; the blog will be evaluated on process, inferences, creativity, and clarity. This blog will be hosted in the blog website “Medium” and will remains as an artifact in the web domain for future evolution.

Test 2 Group Presentation: Problem in Context with DT Phases (Module 3 and 4): 20% will be conducted during module 4

The group presentation component will be evaluated by the course coordinator (40 %), an external faculty (40 %) from the department of business studies, and peer evaluated (20%).

Test 3 DT Use Case (Minimum viable Product Unique Case) (Module 5 and 6): 35% will be conducted during module 6.

Each team will create a present and submit a use case: a minimum viable product they developed for their problem using design thinking The final presentation minimum viable product and report submission will be assessed by a three-member panel, course coordinator (50 %), internal observer and an external faculty (30 %) (course reviewer / industry domain expert). A peer contribution component will be a part of the individual assessments.

Learning outcomes:

By the end of the course, students will be able to:

1. Conceive and articulate the Design Thinking approach
2. Contextualize a complex problem in the purview of Design Thinking
3. Ideate solution based on the Design Thinking framework
4. Create and present a unique solution based on Design Thinking

Pedagogical Approach – The course will be delivered through lectures, Interactive and experiential learning will be enabled by brainstorming, Case studies, Group Discussion, Videos, and Audio. Visual problem solving is an important part in Design Thinking, the course will use, post it Notes (Mix Colour) methods to accomplish this.

Materials

Books

Required text: Liedtka, J. and Ogilvie, T. (2011). Designing for Growth – a Design Thinking Toolkit for Managers. Columbia Business School Publishing

Compulsory Readings

- [Design Thinking for the Greater Good: Innovation in the Social Sector by Jeanne Liedtka \(Columbia Business School Publishing\) Hardcover – September 5, 2017](#)
- [The Back of the Napkin \(Expanded Edition\): Solving Problems and Selling Ideas with Pictures by Dan Roam Paperback – February 26, 2013](#)
- [Design Thinking 101, Sarah Gibbons, 2016, <https://www.nngroup.com/articles/design-thinking/>](#)
- [Brown Tim, \(2008\) Design Thinking, Harvard Business Review](#)

- Liedtka Jane, The Essential Guide to Design Thinking – Generate new solutions with design thinking: a problem-solving process that combines creative and analytical thinking, E-Book, Darden Executive Education, University of Virginia.

- Cross Nigel, Design Thinking: Understanding How Designers Think and Work, Link:
<https://books.google.co.in/books?id=F4SUVT1XCCwC&lpg=PT5&ots=7PTAzYVs0j&dq=Design%20Thinking&lr&pg=PT22#v=onepage&q=Design%20Thinking&f=false>
Weblinks

- Designit – <https://www.designit.com/>

- Mind Tools : <https://www.mindtools.com/pages/article/design-thinking.htm>

Additional information (if any)

Recommended Audit of Course – Design Thinking for the Greater Good: Innovation in the Social Sector
<https://www.coursera.org/learn/uva-darden-design-thinking-social-sector/home/welcome>

Student responsibilities

The students are expected to submit assignments and all evaluation component within the timelines and come prepared with readings when provided. Attendance and Participation in Group Presentation sessions is mandatory, and course feedback is obligatory.

Prepared By:

Dr. Akash Sondhi

Course reviewers

1. Dr. Gerrit De Waal, Department of Management, RMIT University, Melbourne City Campus.
2. Mr. Shashank Deshpande, Chief Design Officer, Globant India, Pune
3. Mr. Praveen Bhond, Agile Consultant, Pune

Course title: Security Analysis & Portfolio Management							
Course code: PPM 126		No. of credits: 2		L-T-P distribution: 28-2-0			
Learning hours: 30							
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	1	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	1	0

	alpha, Information ratio and Fama's decomposition measure).			
	Total	28	2	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

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:

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: Consumer Behaviour				
Course Code: PPM 104	No. of credits: 2	L-T-P distribution: 28-02-00	Learning hours: 30	
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course coordinator:		Course Instructor:		
Contact Details:				
Course type: Elective		Course offered in: Semester III		
Course Description: The course deals with the study of behavioral processes and strategic implications of this understanding for practicing marketing managers. Concepts from Social Sciences, Psychology, Economic and Cultural Anthropology are integrated to create an understanding of consumer behavior in market exchanges. It also provides insights into consumer’s decision-making process which is key in strategic effective decisions. Marketing applications of consumer behavior concepts are illustrated using cases, examples, websites and exercises.				
Course objectives <ul style="list-style-type: none">• To acquaint students with Consumer Behavior concepts and applications.• To enable students to demonstrate the ability to analyze the complexities of buying behavior and use the same to formulate successful strategies.• To create an understanding of the group influences and consumer behavior in cultural and contextual environment.				
Course Contents				
Module	Topic	L	T	P
1	Introduction to Consumer Behaviour, Overview of STP. Case on Kingfisher.	2	1	0
2	Lifestyle and Psychographics segmentation Reading on Lifestyle segmentation – psychographics glitter and gold	2	0	0
3	Case Study on Segmentation and Positioning. Consumer Perception and Dynamics.	2	0	0
4	Consumer Motivation and Involvement, need and goals. Personality – trait and other theories, consumer self-concept. Exercise.	2	0	0
5	Process of communication, structure and types of communication + Quiz. Case Study on communication .	2	0	0
6	Consumer Learning memory and product positioning. Case – learning and motivation Reference groups and family influence on consumer behavior	3	0	0
7	Cross Cultural Influences. Case + Group Project Submission	3	0	0
8	Consumer Decision Making. Case on Decision Making	3	1	0

9	Personality influence and opinion leaders. Case Study	4	0	0
10	Group Project Presentations.	5	0	0
	Total	28	02	0
Evaluation criteria <ul style="list-style-type: none"> • Test 1: Class participation including attendance 20% • Test 2: Quiz 20% • Test 3: Group Project 20% • Test 4: Written Test 40% 				
Learning Outcomes: Upon successful completion, students will have the knowledge and skills to: <ul style="list-style-type: none"> • Identify the major influences in consumer behaviour. • Distinguish between different consumer behaviour influences and their relationships. • Establish the relevance of consumer behaviour theories and concepts to marketing decisions. • Implement appropriate combinations of theories and concepts. • Recognise social and ethical implications of marketing actions on consumer behaviour. • Use most appropriate techniques to apply market solutions. 				
Pedagogical approach: <ul style="list-style-type: none"> • Lectures • Illustrative cases and case discussions (groups) • Assignments (Individual / group). 				
Materials: <ul style="list-style-type: none"> • Handouts • Consumer Behavior by Leon G Schiffman, Leslie I. Kanuk and S. Ramesh Kumar, 10th edition, Pearson Publications. • Journals – Journal of consumer behaviour. 				
Additional information (if any)				
Student responsibilities The students are expected to submit assignments in time and come prepared with readings when provided.				

Prepared by: Shruti Rana Sharma

Course Reviewers:

1. Mr P.S.Narayan, Ecoeye, Social and Community Initiatives, Wipro
2. Mr Brij Sethi, Ecoeye, Social and Community Initiatives, Wipro
3. Mr Rakesh Sharma, Strategy & Business Development, Philips Electronics India Limited

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

Course title: Brand Management				
Course code: PPM 195		No. of credits: 2	L-T-P distribution: 28-02-0	
Learning hours: 30				
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course coordinator:			Course instructor:	
Contact details:				
Course type: Elective			Course offered in: Semester III	
Course description: More and more organisations 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 brandingBranding challenges and opportunities in times of economic downturnThe Brand Equity Concept and Strategic Brand Management Process Case 1: Himalaya Herbal Case 2: Super Shampoo <i>Readings:</i> Chapter 1 (KLK)	6	1	0
2	Module 2 : Developing a Brand Strategy <ul style="list-style-type: none">Customer-based Brand Equity and role of Brand KnowledgeSources of Brand EquityBrand positioning and Positioning GuidelinesBrand MantraBrand Resonance and Brand Value ChainThe four steps of Brand BuildingLuxury BrandingBrand Value ChainCreating Customer Value Case 3: JSW Shoppe Case 4: Infosys	4	0	0

	<i>Readings: Chapter 2,3 (KLK)</i>			
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 Leveraging Secondary Brand Associations to Build Brand Equity Case 5: Centuryply Case 6: Reebok <i>Readings: Chapter 4, 5,6,7 (KLK)</i>	4	1	0
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 Marketperformance through comparative and holistic methods Case 7: Brand Equity <i>Readings: Chapter 8, 9,10 (KLK)</i>	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 <i>Readings: Chapter 11,12,13,14 (KLK)</i>	6	0	0
6	Module 6: Project Presentations- Branding and Brand Audit	4		
	Total	28	2	0

Evaluation criteria:

Performance is evaluated on the following parameters:

1. Test 1: Group-based Case Analysis :20%
2. Test 2: Group-based Branding Project
(Study and its Report) :30%
3. Test 3: Class Participation :10%
4. 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

1. An understanding of Brand management decisions that must be made to build, measure and manage brand equity (Group Based Case Analysis).
2. Familiarization and learning to apply direct and indirect measures of brand equity, desired brand knowledge structures, how to choose brand elements and develop marketing programs, how to introduce and name new products, corporate perspectives and how to manage brands overtime and geographical boundaries (Group Based Branding project, Class Participation).
3. Consolidating all the learning related to theory and application of Branding theory and practice (Major Examination).

Pedagogical approach

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

Materials:

Prescribed Text Book- Kevin Lane Keller (**KLK**), ParmeswaranAmbi M.G., Jacob Isaac, Strategic Brand Management, Fourth Editi on, Pearson, 2015

Other References:

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.

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

Prepared by: Sanjay Chandwani

Course Reviewers:

Dr. Shruti Rana Sharma

Dr. Ritika Mahajan, MNIT Jaipur

Course title: Production and Operations Management				
Course Code: PPM 1	No. of credits: 3	L-T-P distribution: 38-07-00	Learning hours: 45	
Pre-requisite course code and title (if any): NA				
Department: Department of Business and Sustainability				
Course coordinator:		Course Instructor :		
Contact Details :				
Course Type: Core		Offered in: Semester III		
Course Description: Any or every organization is a system of operations, whether or not called ‘operations’. Ultimate goal or purpose of such a system being production of goods and/or services and to carry them till the point of time and place of consumption. Therefore operations management involves everything an organization does and hence every manager is an operations manager . Production and Operations Management (POM) focuses on carefully managing the processes to produce and distribute products and services.” Conventionally speaking Major, overall activities under POM, include product creation, development, production and distribution. Major functions of POM include Managing purchases, Inventory control, Quality control, Storage, Logistics and Evaluations. Focus will be efficiency and effectiveness of the processes.				
Course objectives One of the most critical areas for success in any business enterprise is how Production and Operations are managed. In the ‘Productions and Operations Management’ course an attempt will be made to integrate the courses studied by the students like statistics, economics, finance, organizational behaviour and strategy into a consolidated production and operation related decisions.				
Course Contents				
Module	Topic	L	T	P
1	Generation of Four key deliverables: Review of existing Organisation set-up for ‘Production and Operations’. Best Practices of Indian and International companies Re-designing the set-up to global standards Support Systems & Policies necessary for such an International set-up.	4	0	0
2	Defining an optimal model for POM Organisational set-up of the entity following a five step approach: Setting Vision & Rationale: Developing Vision: To double size of the entity by Next 5/10 years and further triple by .15/20 years to be within the top three companies in particular product category / taking the best elements from three key areas to build a robust growth strategy Current POM Themes. Best Fit Extended Themes. Set-up and Resources: depending on the vision, business needs Defining Implementation Plan and	4	0	0

	Support (after having completed development of the PMO set-up as in the following chapters)			
3	<p>Vision Strategic Direction and Performance Objectives. Design Principles (Emerging from managements perspectives for where.1 the POM set-up is and where it should be)</p> <p>Best Practices (Determined above II(2) and shortlisted on the criteria of SWOT for the respective 102rganization. Building a future operating model for the entity will need to sustain strengths and remove weaknesses.</p> <p>Exiting Portfolio Shape and Direction: To be developed on a specially designed new Pyramidal model.</p> <p>Portfolio Needs, Activity Plans, Workload and commitments: To be 102rganizatio from the business plans of the 102rganization (5yearplans/10year plans or strategic intents), by understanding future 1</p> <p>Resource requirements, supported by an activity-driven model.</p>	8	0	0
4	<p>Core functions and support-functions to be discussed in details:</p> <p>Core Operation 1 : Production Operations</p> <p>Defining operating philosophy</p> <p>Planning production volumes and capacities</p> <p>Analysing Operating facilities</p> <p>Core Operation 2: Maintenance</p> <p>Developing maintenance planning and strategy</p> <p>Executing maintenance activities</p> <p>Monitoring maintenance performance</p> <p>Support Operation 1: Contracts & Procurement</p> <p>Defining outsourcing philosophy</p> <p>Developing sourcing strategy</p> <p>Selecting suppliers</p> <p>Managing suppliers</p> <p>Reviewing supplier performance</p> <p>Understanding total costs of procurement</p> <p>Support Operation 2: Supply Chain Management</p> <p>Managing supply chain</p> <p>Managing orders</p> <p>Managing inventory</p> <p>Support Operation 3: Logistics</p> <p>Managing warehouse</p> <p>Managing transport</p>	18	7	0
5	Case Studies	4	0	0

	Strategic Considerations in Internationalization Choice of Markets Entry Options : Rapid / Beachhead Challenges. Managing Global Competitiveness: Identifying Bottlenecks in POM			
	Total	38	7	0
Evaluation criteria <ul style="list-style-type: none"> • Test 1 :Class Participation20% • Test 2: Individual assignments on mapping and redesigning different organizations on specific new models introduced in the classand/or pre-announced quizzes/class tests20% • Test 3: Presentation 20% • Test 4: Written Exam 40% 				
Learning Outcome: After completing the course the participants shall develop an understanding on how to create a production entity with focus on – <ul style="list-style-type: none"> • Production Base • Financial (Cost) Performance . • Technical and Operational capabilities . • Human Capabilities, 				
Pedagogical approach <ul style="list-style-type: none"> • Lectures • Illustrative cases and case discussions (groups) • Assignments (Individual / group). 				
Materials: 1) B Malakooti (2014), ‘Operation and Production System with Multiple Objectives’, Wiley 2) S N Chary (2013) . ‘Production and Operation Management’, 5 th Edition, Tata Mac Graw Hill				
Additional information (if any)				
Student responsibilities The students are expected to submit assignments in time and come prepared with readings when provided.				

Prepared by:

Dr Vinod Kumar Jangid

Course Reviewers:

- 1) Dr. N M Ahuja, ONGC,
- 2) Mrs. PomilaGarga, ONGC Videsh Limited (OVL)

Course title: Derivatives and Risk Management				
Course code: PPM 123		No. of credits: 2	L-T-P distribution: 28-2-0	
Learning hours: 30				
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: 3 rd 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 the 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
13	Cases	0	2	0
	TOTAL	28	2	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.
7. Redhead K (1992). Financial Derivatives. Prentice Hall. New Delhi.
8. 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 PS.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: Integrated Impact Assessment				
Course code: BSI 145	No. of credits: 3	L-T-P distribution: 36-09-0	Learning hours: 45	
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 3		
Course description There is growing realization that the multi-dimensional nature of sustainable development targets requires the use of different disciplinary approaches, in an integrated framework, to the impact assessment of development projects/programmers. Integrated Impact Assessment (IIA) provides such a framework for a balanced consideration of the economic, environmental, and social and health impacts of development interventions at the project, sector and economy levels. The course in Integrated Impact Assessment (IIA) is designed to build detailed knowledge, understanding and skills among students for conducting IIA, so that they are able to identify sustainable modes of environmental operation. The course starts with an overview of IIA—the different methodologies on which it draws the state of the art, current practices, constraints and future directions. This is followed by in-depth exposure to the key approaches to IIA—environmental, social and health—with a focus on methodology and tools in the key discipline areas. Social CBA is introduced as a possible tool for the integrated analysis of the environmental, social and health impacts of development projects or programmes. AHP is introduced as an easily understood multiple-criteria decision-making technique. Technology assessment, risk assessment, etc. are discussed at the conceptual level to provide students with a flavor of the emerging dimensions of IIA. The final module of the course is intended to strengthen students’ analytical capacity and assessment skills by making them work through actual/simulated scenarios.				
Course objectives § Exposure to the key approaches to integrated impact assessment (environmental, social and health) with a focus on methodology and tools in the key discipline areas. § To provide a basic understanding of the Environmental Impact Assessment (EIA) process as it is used for research, planning, project or program evaluation, monitoring, and regulatory enforcement. § To relate the uses of scientific research to practical situations in project planning and decision making using various impact assessment tools such as Health/Social/ Strategic environmental impact assessment				
Course content				
Module	Topic	L	T	P
1.	Introduction & an Overview of IIA Defining IIA; Sustainable Development challenges and need for IIA; Key Approaches of IIA: Environment, Social Health and Economic; Current Practices, Changing Perspectives & Debate in IIA Assessing Environmental Impacts: The EIA Approach Environmental Impacts—examples, need for assessment, difficulties; The EIA Approach—Background, Objectives, Components & Techniques, Impact prediction & analysis, Treatment of Risk and Uncertainty, EIA inputs to the project cycle and development planning; EIA in India—Legislative aspects, Current practices & Constraints, EIA case study	5	2	0

2.	Assessing Environmental Impacts: Biodiversity Impact Assessment (BIA) Role of BIA in the existing EIA process, Identification, prediction and evaluation of impacts on biodiversity, techniques of biodiversity impact assessment and monitoring, threat reduction methods; Case study	2		0
3.	Incorporating Health Concerns: the HIA Approach Impact of environment on health, Morbidity Pattern in India; Developing framework for HIA Analysis, Changing concept and approach in Health Impact Assessment; Health Need Assessment, tools and techniques in HIA, HIA Case Study Handling Social Issues: the SIA Approach Overview and scope of Social Impact Assessment (SIA), SIA and community, marginalized/vulnerable groups, indigenous people, resettlement & rehabilitation and development; SIA and Gender Impact Assessment, SIA and NRM; SIA Case Studies	4	2	0
4.	Integrated Analysis of Environmental, Social & Health Impacts Challenges for IIA: Removing inconsistencies and differences between different approaches; other methodological and practical issues; Scope for integrated approach in economic analysis: concept of economic analysis, Cost- Benefit Analysis (CBA), Social CBA, Cost Effectiveness Analysis (CEA); The Analytic Hierarchy Process (AHP) based approach to project appraisal Public Participation in IIA and its relevance to decision-making Contribution of IIA to decision-making–prospects & constraints; Stakeholder participation in IIA–importance, methodological and practical issues	5	2	0
5.	Mapping Tools and Techniques in IIA Role and relevance of GIS Techniques in IIA	2	0	0
6.	Emerging Dimensions & Future Directions Strategic Environmental Assessment (SEA), Technology Assessment, Risk Assessment	4	1	0
7.	Monitoring and Evaluation Basic concepts of monitoring and evaluation, guidelines tool for M&E (logic model, monitoring plan, evaluation plan), measures and indicators, evaluation designs and its applications–case study	4	1	0
8.	IIA Case Studies Infrastructure projects such as transport, building; Hydro-electric projects; Thermal power plants etc.	5	0	0
9.	Introduction & an Overview of IIA Defining IIA; Sustainable Development challenges and need for IIA; Key Approaches of IIA: Environment, Social Health and Economic; Current Practices, Changing Perspectives & Debate in IIA Assessing Environmental Impacts: The EIA Approach Environmental Impacts–examples, need for assessment, difficulties; The EIA Approach–Background, Objectives, Components & Techniques, Impact prediction & analysis, Treatment of Risk and Uncertainty, EIA inputs to the project cycle and development planning; EIA in India–Legislative aspects, Current practices & Constraints, EIA case study	5	1	0

	Total	36	09	0
Evaluation criteria				
Test 1: Written Test	15%			
Test 2: Written Test	15%			
Test 3: Assignments/Tutorials/field visit	20%			
Test 4: Written examination:	50%			
Learning outcomes				
1. After attending the course the students shall have acquired knowledge to conduct integrated impact assessment, so that they are able to identify sustainable modes of environmental operation.				
2. Students would be able to understand the key elements of EIA and its processes by which they can apply to relevant projects.				
3. Able to understand various tools and techniques used in identification and analysis of impacts suggest appropriate mitigation measures and prepare environmental management plans.				
Pedagogical approach				
The course will be delivered through class room lectures, discussion of case studies from original relevant research articles and field visits.				

Prepared By:

Dr. Suresh Jain & Montu Bose

Course reviewers:

Dr. Amit Singh

Dr. Manipadma Datta

Annexure-3

Course title: Major Project				
Course code: PPM 102		No. of credits: 16	L-T-P: 00-00-600*	Learning hours: 600
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• Developing overall conclusion based on inferences and findings and enlisting the limitations of the work.	NA	NA	NA									
	Total			600									
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 <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 <p>Self-learning; discussion with the supervisors; interaction with experts; field work etc.</p>													
Materials <p>Peer-reviewed journal articles Reputed conference proceedings Reports related to the specific project Learning materials provided by the host organization</p>													
Additional information (if any) <p>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.</p> <ul style="list-style-type: none">▪ 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: <table><tr><th>Levels of Plagiarism</th><th>Percentage of similarity</th><th>Maximum percentage marks to be deducted from dissertation/thesis</th></tr><tr><td>Level 3</td><td>> 60%</td><td>Students' registration to the program stands cancelled</td></tr><tr><td>Level 2</td><td>> 40% ≤ 60%</td><td>Student repeats the course next year</td></tr></table>					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
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	$> 10\% \leq 40\%$	The student is required to resubmit the report after necessary changes within the deadline	
	Level 0	$\leq 10\%$	0%	

•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:

> 90	A+
$>80 \text{ \& } \leq 90$	A
$>70 \text{ \& } \leq 80$	B+
$>60 \text{ \& } \leq 70$	B
$>50 \text{ \& } \leq 60$	C+
$>45 \text{ \& } \leq 50$	C
$>40 \text{ \& } \leq 45$	D
≤ 40	F

Student responsibilities
Timeline adherence, Discipline; Research Ethics etc.

* The learning hour indicative only.

Prepared by: Montu Bose

Course Reviewers:

Prof. Pinaki Dasgupta, IMI Delhi

Dr. Santosh Pandey, Cofounder, Nihilent Technologies