Course Title: Organizational Change Management			
Course code: PPM 218	**No. of credits:** 4	**L-T-P:** 40-00-00	**Learning hours:** 40
Pre-requisite course code and title (if any): N.A.			
Department: Policy and Management Studies			
Course coordinator:		**Course instructor:** Dr. Moumita Acharyya	
Contact details:			
Course type: Core		**Course offered in:** Semester 2	

Course description:

Organizational change management strategies are vital for success and great performance in today's dynamic environment. As organizations are constantly dealing with changing social, political, cultural, global as well as economic environments, having a clear understanding of the factors that drive effectiveness will enable future managers and leaders to develop strategies that will drive performance in line with the vision of their organization and its people. The purpose of the course is to provide future managers and leaders with state of art knowledge for achieving and enhancing organizational effectiveness in context of current realities.

Course objectives:

The objectives are:

1. To understand the forces for change and planned change.
2. To describe ways to overcome resistance to change.
3. To prepare students with managerial and leadership challenges while dealing with organisational change.

Course Content

Module	Topic	L	T	P
1	Organizational change as a systematic process Managing change in the new era Reading: Managing change: The art of balancing	3	0	0
2	Forces of change, Building blocks of change. VUCA world Case study: Wat a burger	3	0	0
3	Types and approaches of Organizational Change Case study: Managing change Reading: Change for change's sake	4	0	0
4	People and cultural factors for successful change process ▹ Case study: Post merger people integration: Schneider electric and LTEA ▹ Case study: Ultratech and JAYPEE merger: Integrating culture and people	4	0	0
5	Change process & models: HOW to change • Building & Energizing need for change • Change Models: General process, Michael Beer's model, Lewin's model, Kotter's model of change, MIT Model.	6	0	0
	Reading: Campaigning for change Case study: The perils and pitfalls of a young manager			

6	Overcoming resistance & change Institutionalization: • Emotions and fear • Change readiness sentiments Sources of resistance Reading: How to set up and learn from experiments Case study: IKEA	6	0	0
7	Leading and managing change • Diagnosis • Design • Delivery • Evaluation	4	0	0
8	Social impact assessment Ethical decision making	4	0	0
9.	Semester Project presentations	6	0	
	Total	**40**	**0**	**0**

Evaluation criteria:

Minor Test 1: **20%** Case presentations
Structure: The students will be quizzed from the first four modules of the course.
Minor Test 2: **40%** (Change project)
Major Test: **40%** (at the end of teaching of all modules)
Structure: This will be an exam based on all the modules covered in the class.

Learning outcomes:

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

- Identify the individual, team, organization & environment dynamics in the context of change
- Assimilate, and apply knowledge of basic theories and concepts to solve problems and build strategies for organisational change.
- Explain how organization can change business process to deal with business challenges.

Pedagogical approach: Case study, role-plays, focussed group discussions.

Materials:

Reference Books:

- Organizational Development & Change by Cummings, Thomas G. & Worley, Christopher G. CENGAGE Learning (10th Edition), 2016 (C&W)
- Managing Change: a human resource strategy approach by Thornhill, Lewis, Millmore & Saunders. Pearson (2006).
- Organizational Development & Transformation: Managing Effective Change by French, Bell & Zawacki. Tata Mc Graw-Hill, 6th Edition (2011).

Suggested Readings:

- Campaigning for Change – Harvard Business Review
- Change for change's sake – Harvard Business Review
- The Pandemic changed us now the companies need to change too - McKinsey

Additional information (if any):
Student responsibilities: Attendance, Participation in the class exercises and case discussions, to read relevant student material before attending the class.

Prepared by:

Course reviewer(s):

- Dr. Damini Saini, Assistant Professor, IIM Raipur
- Dr. Pratima Daipuria, Professor & Dean, JIMS Rohini

Course Title: Introduction to Negotiation skills			
Course code:	**No. of credits:** 2	**L-T-P:** 20-00-00	**Learning hours:** 20
Pre-requisite course code and title (if any): N.A.			
Department: Policy and Management Studies			
Course coordinator:		**Course instructor:**	
Contact details:			
Course type: Core		**Course offered in:** Semester II	

Course description:

Contemporary times are of great strife and conflict, with major pulls and pushes that are shattering already fragile fabric of the society we live in, and the bonds that connect us. These times require professionals who can bring about peace and harmony all around, between cultures, countries, communities, classes and businesses. To make this happen, one of the most critical communication skills that an executive is expected to acquire and display is the "art and the science of negotiation."

As the students prepare to step into the corporate world, they will face multiple situations where negotiations will be critical to a successful business outcome, from pricing to business contracts to mergers & acquisitions, a well-orchestrated negotiation process can make or break the deal and relationship.

Course objectives:

The objectives are:

1. To familiarize the students with the structure and dynamics of negotiation, preparing them for leadership positions.
2. To help students develop their skills in effective use of different forms of influence and persuasion strategies in the decision-making process.
3. To facilitate students in rethinking of negotiation as a problem-solving tool and improving their negotiating skills and confidence when engaging in important real-world negotiations at work and other settings.

Course Content

Module	Topic	L	T	P
1	• Course overview, methodology, expectations etc., • Negotiation context: when do we negotiate … implicit/ informal & explicit/formal, experience sharing, • Interface Map: Negotiation Definitions, Importance and Value;	5	0	0
2	• Negotiation: A voluntary process (emotion/motivation/risk appetite/skill/confidence), • Negotiation dimensions: People, Problem, Process, Conflict & negotiation: People, Problem, Process & dilemmas around them;	5	0	0
3	Negotiation stages: • Stage 1: Pre-Negotiation: Preparation, Checklist, Activity, Mindset, Stage 2: Negotiation: Business Situations, application of Skills, Stage 3: Post Negotiation: Impact Analysis, Summary & Closure	4	0	0

4	Negotiation strategies and tactics	4	0	0
6	Cross cultural negotiations	2	0	0
	Total	**20**	**00**	**0**

Evaluation criteria:

Minor Test 1: **20%** (at the end of teaching of module 2)
Structure: The students will be quizzed from the first four modules of the course.
Minor Test 2: Case Analysis/ Assignment/ Presentation – **20%** (at the end of teaching of module 6)
Structure: Students in groups will be assigned role plays/case study assignments.
Major Test: **40%** (at the end of teaching of all modules)
Structure: This will be an exam based on all the modules covered in the class.
20% marks will be given on class participation: basis case study discussions, role plays etc. (Negotiation workbook)

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

- Illustrate the concept of negotiation, its types, process & practice;
- Demonstrate the ability to consider factors pan organization while negotiating;
- Apply learning across disciplines to lead an organization in building productive relationship;
- Use overt & subliminal communication techniques in an ethical manner to build relationships;

Pedagogical approach: Case study, role-plays, focussed group discussions.

Materials:
Reference Books:

- Negotiation: Lewicky, Barry and Saunders: Tata McGraw Hill, 8th edition
- Effective Negotiation: from Research to Results by Ray Fells: Cambridge University Press, 2010
- How to Negotiate Effectively by David Oliver, Kogan Page, 2007

Additional information (if any):

Student responsibilities:
Attendance, Participation in the class exercises and case discussions, to read relevant student material before attending the class.

Prepared by:

Course reviewer(s):

- **Dr. Damini Saini, Assistant Professor, IIM Raipur**
- **Dr. Pratima Daipuria, Professor & Dean, JIMS Rohini**

Course title: Climate, Energy & Carbon Markets			
Course code: XXX	**No. of credits:** 3	**L-T-P**: 26-04-00	**Learning hours:** 30
Pre-requisite course code and title (if any): N.A.			
Department: Department of Policy and Management Studies (DoPMS)			
Course coordinator: Dr Gopal Sarangi		**Course instructor(s):** Dr Gopal Sarangi	
Contact details:			
Course type: Core		**Course offered in:** Semester 2	

Course description

The energy sector is associated with significant contributions to a country's carbon emissions and there exists a strong nexus between energy and climate change. Several countries are party to the Paris Agreement (PA) and are supposed to report their emissions to UNFCCC on a regular basis and develop the GHG emissions inventories. In this course, the students shall be provided with an overview on global climate agreements, energy specific emissions, and tools and methodologies for accounting and reporting the emissions, importantly market-based mechanisms as evolved under Art. 6 of Paris Agreement. They shall be apprised on the Indian GHG inventory and the initiatives to reduce the same. Importantly, students will be appraised on the emerging Indian carbon market and India's experience in CDM and VCM markets. Carbon pricing and trading has been identified as a tool to reduce emissions. In this context, the students shall be taught about the various trading mechanisms operational worldwide along with their pricing structures.

Course objectives

- Understand and appraise the importance of market-based instruments for environment and climate change
- Get an overview on global climate goals, strategies and international agreements including those of market-based mechanisms and Indian climate policy, regulation and emerging carbon market architecture
- Understand and apply the energy related GHG emissions and carbon emissions and their estimation procedures
- Understand and apply the methods and tools of carbon footprint assessment for key sectors

Course content

Module	Topic	L	T	P
1	**Introduction to Market Failure and MBIs** Market failure: public bads and externalities, Basic regulatory instruments, Command and Control (CAC) versus, Market Based Instruments (MBIs), Different forms and typologies of MBIs, Understanding and estimation of Marginal Abatement Cost (MAC) and their importance in the context of carbon market	4	0	0
2	**Global climate change regimes and carbon market** Climate and energy nexus Global carbon budget distribution, and budget allocation issues Climate change and greenhouse gas (GHG) emissions Market mechanisms operated under Kyoto such as CDM, JI and IETs	6	0	0

	and Paris Agreements under Art. 6			
3	**Carbon pricing and markets** Different forms of pricing carbon (e.g., cap and trade, carbon tax, etc.) Carbon markets prevalent across globe Voluntary and compliance carbon markets Introduction to Internal Carbon Pricing (ICP) & Carbon labeling	5	2	0
4	**Carbon assessment techniques and methods** Gases, Sectors, and methodologies Estimation of carbon footprint and its assessments IPCC guidelines for National GHG inventories Case Studies from key sectors	5	2	0
5	**Indian policies and regulations around energy and carbon market** Existing market-based mechanisms for energy and climate change (e.g. PAT, REC) and non-market instruments (e.g. building codes, appliance standards) Commitments under UNFCCC and Paris Agreement NDC goals for mitigation, Accounting and Reporting Net-zero goal and pathways and market mechanisms Low carbon growth strategy of the country Emerging Carbon Market in India- context and future market design and market architecture, green credits	6	0	0
		26	**4**	**0**

Evaluation criteria

Classroom exercises 20%

Group Assignments/Presentations 30%

Major Exam 50%

Learning outcomes

After completing this course, students would be able to:

- Understand the various global climate regimes and MBIs as evolved and implemented in the climate change context.
- Understand and appraise the theoretical and practical basis of carbon market as a market mechanism and other carbon pricing mechanisms.
- Develop the ability to interpret, estimate and analyze the carbon footprint assessments and carbon pricing mechanisms
- Appraise, understand and apply the tools and techniques through the demonstration of case studies on carbon market in key sectors

Pedagogical approach

The course will be delivered through classroom lectures, assignments, classroom exercises with relevant case studies.

Material

Textbook

- Kolstad C.D. (2002) *Environmental Economics*, Oxford University Press.
- UNDP (2014) *Carbon Handbook*, United Nations Development Programme (2014)
- Gupta M. (2006) *Restricting Greenhouse Gas Emissions: Economic Implications for India*, New Delhi.
- S, Benjamin Stephan and R. Lane (2015) *The Politics of Carbon Markets*, Routledge
- Macinante, J. D. (2020) *Effective Global Carbon Markets*, Elgar Studies in Climate Law

Suggested readings/ Websites

- BEE (India) - National Carbon Markets Scheme
- MoEFCC (India) GHG Inventory
- NAPCC, India
- UNFCCC - National Inventory Submissions https://cdm.unfccc.int/about/index.html
- World Bank - State and Trends of Carbon Pricing (Annual Reports)
- Selected online readings on Carbon Pricing : https://eplibrary.libguides.com/CART/SR/carbon_pricing/e-books

Journals

- Energy Policy
- Energy Economics
- Applied Energy
- Climate Change Economics
- Climate Policy
- Energy
- Global Environmental Change
- Renewable Energy
- Review of environmental economics and policy
- Sustainable and Renewable Energy reviews
- Carbon Energy

Additional information (if any)

Student responsibilities

The students are expected to submit assignments in time.

Course reviewers

- Mr. RR Rashmi, IAS (Retd.), Distinguished Fellow and Director, Earth Science and Climate Change, TERI
- Prof. Sacchidananda Mukherjee, Professor, National Institute of Public Finance and Policy
- Dr Vaibhav Chaturvedi, Senior Fellow, Councial on Energy, Environment and Water (CEEW)
- Dr Aman Srivastava, Fellow, Climate Policy, Sustainable Futures Collaboratives (SFC) and Visiting Faculty, Kautilya School of Public Policy, Hyderabad

Course title: Strategies for Sustainable Business			
Course code: PPM 139	**No. of credits: 4**	**L-T-P:** 40-00-00	**Learning hours:** 40
Pre-requisite course code and title (if any):			
Department: Policy & Management Studies			
Course coordinator (s): Dr Shruti S Rana		**Course instructor (s):** Dr Shruti S Rana	
Contact details:		**Course offered in:** Semester 2	
Course type: Core			

Course description

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.

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.

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
	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	
	Business Strategy and Sustainability Foundations of Sustainable Strategic Management Corporate Social Responsibility Socially Responsible Investing Corporate Sustainability Reporting	4	0	
	Strategy Formulation (A):	1	0	

	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			
	The Business Environment: External PESTEL Framework Porter's Industry Analysis The External factor Evaluation (EFE)Matrix and Competitive Profile Matrix Case1: Sinarmas	5	0	
	The Business Environment: Internal Analysis Key Internal Forces Value Chain : Evolution and Analysis; 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?	5	0	
	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
	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	0	0
	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
	Strategy Review, Evaluation and Control The Strategic Evaluation, Process and Framework Balanced Scorecard Strategic Audit	5	0	0

	Exercise 4: Project Presentations			
	Total (in hours)	**40**	**0**	**0**

Evaluation criteria

- Minor 1 Exam (Case Presentations (3) (Evaluation through presentation)- 15%
- Minor 2 Exam (Project/ Assignments (Evaluation through presentation)- 15%
- Minor 3 Exam (Written Exam (s) (Closed Book Objective Type)- 25%
- Major Exam (Written Exam (Open Book Case based) - 45%

Learning outcomes

1. 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
2. To develop their analytical as well as decision-making skills to formulate and evaluate strategy under a given set of environmental factors
3. To develop a practical understanding of strategy formulation and implementation process
4. To develop an understanding of impact of regulators and stakeholders on business strategy and introduce the concept of sustainable business strategy

Reading Materials:

1. The Role of Corporation in Achieving Ecological sustainability by Paul Shrivastava (Academy of Management Review, 1995)
2. 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
3. A Note on Porter's Industry Analysis Readings:
4. 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:
5. New Sustainable Business Models in China by F. Birkin et al
6. (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)
7. Green and Competitive: Ending the Stalemate by
8. Porter, M. E., and Claas van der Linde.(Harvard Business Review, 1995). Reading:
9. A Strategy Evaluation Model for Management by Simon Hastings (1996) Readings:
10. A Proposed Framework for Strategy Implementation
11. in Indian Context by Azhar Kazmi (Management Decision, 2008) Environmental Technologies and Competitive Advantage by Paul Srivastava (Strategic Management Journal, 1995) Sustainable
12. Organizational Technology by Paul Srivastava (International Journal of Sustainable Strategic Management, 2008) Reading: A Note on Balanced Score card

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 whichwill 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**

Additional information (if any)

Student responsibilities
Attendance, feedback, discipline etc.

Prepared by: Sapna A Narula

Course reviewers:

1. MrP.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
4. Mr Pawan Deep Singh
   Strategy & Business Development, Philips Electronics India Limited
5. Prof. Paul Srivastava
   Director
   David O' Brien Centre for Sustainable Enterprise, Concordia University
6. Prof. Jean Garner Stead
   Professor of Strategy
   East Tennesse State University

Course Title: Corporate Finance			
Course code: PPM 140	**No. of credits:** 4	**L-T-P:** 34-06-00	**Learning hours:** 40
Pre-requisite course code and title (if any): NA			
Department: Policy and Management Studies			
Course coordinator:		**Course instructor:** Dr. Parul Behl	
Contact details:		**Course offered in:** Semester 2	
Course type: Core			

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 course is designed to provide an understanding of the essential elements of finance and its functions and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course contents

Module	Topic	L	T	P
1.	**Introduction to Corporate Finance** An introduction to Corporate Finance, Evolution of finance as a discipline, the scope of finance function, Financial Objectives: Profit Maximization Vs Wealth Maximization, the financial decision making, Role of Finance Manager	3	0	0
2.	**Value, Risk and Return** **(A) Time value of money**- Future value, Discounting, Present value, Annuities, Applications	3	2	0
	(B) Risk and return- Risk and its measurement, Return, Risk & return of a single asset, Risk & return of a portfolio, Measurement of market risk, Relationship between risk & return: The CAPM	3		0
3.	**Long Term Investment Decisions -**Capital Budgeting Decisions, Techniques- NPV, IRR, Profitability Index, Payback period, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting	5	0	0
4.	**Long Term Sources of Finance**- Equity shares/Ordinary Shares, Preference Shares, Debentures/Bonds, Long Term Loans, Retained Earnings	2	0	0
5.	**Cost of Capital**-Meaning and Concept, Cost of Equity, Cost of Preference Shares, Cost of Debt, Cost of Retained Earnings, Calculation of WACC, Calculation of Cost of Capital in practice	4	1	0

6.	**Financing Decisions**-Capital Structure meaning, Determinants of Capital Structure, Practices in India, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis-Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage	5	2	0
7.	**Dividend Decisions**- Forms of Dividend, Factors affecting Dividend Decision, Dividend valuation models, Dividend practices in India	5	1	0
8.	**Capital market**- Primary and secondary markets, Capital market efficiency, Organized exchanges in India, SEBI	2	0	0
9.	**Corporate Restructuring & Business Combinations-**Corporate Restructuring, Types of Business Combinations, Mergers & Acquisitions in India	2	0	0
	Total (in hours)	**34**	**06**	**0**

Evaluation criteria:

1. Case Analysis and Assignments- 20%
2. Minor 1 Exam (Quiz) - 20%
3. Minor 2 Exam- 20%
4. Major Exam - 40%

Learning outcomes:

- Understanding the evolution and growth of the finance function
- Understanding the role of the organisation's financial managers in achieving strategic objectives of the organisation for the finance function
- Requisite skills needed for financial decision making
- An introductory knowledge about financial markets and Corporate Restructuring

Materials:

Suggested readings

1. Pandey, I.M., Financial Management, Vikas Publishing, New Delhi. (12th Edition)
2. Chandra, Prasanna, Financial Management: Theory and Practice, Tata McGraw-Hill Publishing Co, New Delhi. (8th Edition)
3. Khan and Jain, Financial Management: Text, Problems and Cases, McGraw Hill Education. (8th Edition)
4. Richard A. Brealey and Stewart C. Meyers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, New Delhi, Tata McGraw Hill. (11th Edition)
5. Ross, Westerfield, & Jordan, Fundamentals of Corporate Finance, Tata McGraw Hill. (10th Edition)
6. Vanhorne and Wachowicz, Fundamentals of Financial Management Pearson Education. (13th Edition)

Additional Readings

1. Journal of Finance
2. The Review of Financial Studies Journal
3. Journal of Financial Economics

Pedagogical approach:

The course will be primarily taught though a combination of class discussions, quizzes, and case analysis and assignment, and presentations

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.

Course Reviewer(s):

1. Prof Samta Jain

Fore School of Management New Delhi

2. Dr Anjala Kalsie
   Associate Professor

Faculty of Management Studies University of Delhi, Delhi

Course Title: Legal Aspects of Business

Course code: PPM 150	**No. of credits:** 3	**L-T-P:** 30-00-0	**Learning hours: 30**

Pre-requisite course code and title (if any):

Department: Policy and Management Studies

Course coordinator (s):	**Course instructor (s):**
Contact details: vidhim.chadda@terisas.ac.in	**Course offered in:** Semester 2

Course type: Core

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 ecosystem conducive for the growth of business; and to ensure 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 broadly encompasses areas relating to commercial framework; corporate dealings; market regulation; dispute resolution to name a few. In this course an attempt is made to introduce the participants to a few of these legal aspects. The course is divided into four modules dealing with introduction to legal framework, formation of contract, breach of contract and its remedies; competition regulation; incorporation of companies and its management; and corporate insolvency regulation. In addition to the relevant statutory provisions, important case laws would be discussed under each module.

Course objectives

1. To appreciate and understand the issues concerning business from a legal perspective.
2. To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms
3. To provide an overview of important laws that have a bearing on the conduct of business in India

Course content

Module	Topic	L	T	P
1.	**Introduction to business laws in India** Jurisprudential analysis of law, Sources of business law, constitution and business- a brief discussion	4	0	0
2.	**Commercial 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 and Pledge b. The Sale of Goods Act, 1930: Transfer of title; Caveat Vendor; Conditionsand Warranties; Rights of an unpaid seller; Hire purchase and Installment sale. c. The Partnership Act, 1932: Definition of "Partnership", "Partner, Types of partnerships, Rights and duties of partners, Dissolution of partnership and firm. d. Limited Liability Partnership Act, 2008: Nature, incorporation, Administration and winding up	10	0	0
3.	**Company and Insolvency Laws** a. Definition-features-concept of limited liability-different types of companies. b. Formation and Incorporation: Process and Documents. c. Administration: Meetings and Directors. d. **Insolvency and Bankruptcy Code, 2016**: Key elements; Company Insolvency Resolution Process, Winding up	08	0	0

	- Overview			
4.	**Competition and Consumer Protection Laws** a. The Competition Act, 2002: Objectives and evolution; Definitions; Salient features; Role of Competition Commission of India. b. The Consumer Protection Act, 2019: Key definitions; Consumer rights; Product liability; Consumer Disputes Redressal mechanism and mediation	8	0	
	Total (in hours)	**30**	**0**	**0**

Evaluation criteria

- Minor 1 Exam (Written Exam) 25%
- Minor 2 Exam (Assignment/Presentation) 25%
- Major Exam (Written Exam) 50%

Learning outcomes

After completing this course, the students would be:

1. able to appreciate the significance of law and legal institutions for businesses
2. able to have a basic understanding of the laws relating to contract, consumer protection, competition, companiesand insolvency resolution.

Materials

Suggested readings (books) :

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.
5. Pathak, A, Legal Aspects of Business, Mc Graw Hall*

*Latest editions as available

Additional Readings:

a. Bare Acts of the laws

b. Case Laws (to be updated and shared by the instructors)

Additional reading materials as delivered by the faculty from time to time.

Pedagogical approach

A combination of class-room interactions, case laws, tutorials, and assignments

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline etc.

Prepared by:
Dr Vidhi Madaan Chadda

Course Reviewers

1. Prof. Mamta Biswal
   Gujrat National Law University
2. Dr. A. Saravanan
   IIM, Ahmedabad

Course Title: Production and Operations Management			
Course Code: PPM 187	**No. of credits**:	**L-T-P**: 40-00-0	**Learning hours**: 40
Pre-requisite course code and title (if any): NA			
Department: Policy & Management Studies			
Course coordinator:		**Course Instructor :** Dr Anand Jaiswal	
Contact Details :		**Offered in:** Semester 2	
Course Type: Core			

Course Description:

Every organization—whether manufacturing goods or delivering services—operates through a system of interlinked processes that transform inputs into valuable outputs. Production and Operations Management (POM) is the discipline that designs, manages, and continuously improves these processes to achieve efficiency, quality, and customer satisfaction.

This course provides a comprehensive understanding of how products and services are planned, produced, and delivered. It explores both the strategic and tactical aspects of operations, covering topics such as product and process design, capacity planning, facility layout, supply chain coordination, inventory management, quality control, and logistics. While traditional operations emphasized manufacturing efficiency, today's business environment demands agility in service operations, digital platforms, and e-business models. The course therefore also focuses on operations planning, scheduling, and performance management in service and technology-driven contexts.

By the end of the course, students will be able to analyze and improve operational systems, align them with organizational strategy, and contribute to sustainable and competitive business performance.

Course objectives

To develop students' ability to analyze, design, and manage production and service operations for achieving efficiency, quality, and strategic competitiveness in organizations.

Course Contents

Module	Topic	L	T	P
1	**Introduction to Production and Operations Management** Role of operations in organizations; Goods vs. services; Operations strategy and its alignment with business strategy; Global competitiveness and sustainability in operations.	3	0	0
2	**Process Design and Facility Layout** Types of production systems; Process mapping and flow analysis; Facility location and layout planning; Capacity planning and utilization.	5	0	0
3	**Demand Forecasting and Capacity Planning** Quantitative and qualitative forecasting methods; Time series models; Regression and causal models; Forecast accuracy and error analysis; Matching capacity with demand.	5	0	0
4	**Product and Service Design** Design for quality and manufacturability; Value engineering; Product life-cycle management; Service blueprinting; Innovation and sustainability considerations.	4	0	0
5	**Production Planning and Scheduling** Aggregate planning; Master production scheduling (MPS); Material Requirements Planning (MRP); Just-in-Time (JIT) and Lean systems; Agile operations.	5	0	0

6	**Operations Optimization using Linear Programming (LP)** Formulation of production problems; Resource allocation; Transportation and assignment models; Sensitivity analysis; Introduction to decision support and solver tools (Excel/other).	4	0	0
7	**Inventory and Supply Chain Management** Inventory models (EOQ, safety stock, reorder points); Bullwhip effect; Supply chain coordination and integration; Sustainable and resilient supply chains; Emerging technologies (IoT, AI, Blockchain).	5	0	0
8	**Quality Management and Continuous Improvement** Total Quality Management (TQM); Six Sigma; Statistical Process Control (SPC); Quality tools and ISO standards; Continuous improvement and benchmarking.	5	0	0
9	**Contemporary Issues and Case Studies in POM** Operations in service and digital businesses; Sustainable manufacturing; Global operations strategy; Case studies on leading Indian and international firms.	4	0	0
	Total (in hours)	**40**	**0**	**0**

Evaluation criteria

- Minor 1 Exam (Case Finalization and Presentation) - 20%
- Minor 2 Exam (Case Development and Presentation) - 40%
- Major Exam (Written Exam) -40%

Learning Outcome:

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

1. Understand the strategic role of operations in achieving efficiency and competitiveness.
2. Apply tools such as demand forecasting and linear programming for operational decision-making.
3. Design and manage production, inventory, and supply chain systems effectively.
4. Evaluate quality, sustainability, and continuous improvement practices in operations.

Materials:

1. B Malakooti (2014), 'Operation and Production System with Multiple Objectives', Wiley
2. S N Chary (2013), 'Production and Operation Management', 5th Edition, Tata Mac Graw Hill
3. William Stevenson. Operations Management, 12th Edition, Mc Graw Hill
4. Heizer. Operations Management – Sustainability and Supply Chain Management, 12th Edition, Pearson

Pedagogical approach

- Lectures
- Illustrative cases and case discussions (groups)
- Assignments (Individual / group).

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 Anand Jaiswal

Course Reviewers:

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2. Dr. Manish Kumar
   ICFAI Business School, Hyderabad
3. Dr. Nishtha Agarwal,
   Symbiosis Business School, Pune

M.B.A. (Sustainability Management) 2023-25. Time table for II Semester

Course No.	Course Title	Type	Number of Credits	Course Coordinator	Revised Credits
BSI 129	Macroeconomic Environment	Core	4	Dr. Parul	4
BSI 171	Management information systems	Core	2	Dr Anand	3
ENR 167	Climate, Energy & Carbon Markets	Core	2	Dr.Gopal	3
PPM 114	Corporate social responsibility	Core	2	Dr.Shruti	2
PPM 208	Introduction to Negotiation Skills	Core	1	Dr.Moumita	2
PPM 139	Strategies for Sustainable Business	Core	3	Dr.Shruti	4
PPM 140	Corporate Finance	Core	4	Dr.Parul	4
PPM 150	Legal Aspects of Business	Core	3	Dr.Kavita	3
PPM 206	Oganisational Change Management	Core	3	Dr.Moumita	4
PPM 187	Production and operations management	Core	3	VF	4
			27		33