



Vishwavidyanilaya Karyasoudha  
Crawford Hall, Mysuru- 570 005  
Dated: 10<sup>th</sup> July 2018

No.AC10/30/2018-19

**REVISED NOTIFICATION**

Sub: To Introduce Master of Business Administration (MBA) 5 years  
Integrated Course under Specialized Program from the academic  
year 2018-19.

- Ref: 1. Decision of the University School of Business (Under Graduate and  
Integrated Program) held on 13-03-2018.  
2. Decision of the Faculty of Commerce Meeting held on 19.04.2018.  
3. Decision of the Academic Council Meeting held on 19.06.2018.  
4. University Notification No.AC10/30/2018-19 Dated 30<sup>th</sup> June 2018.

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The Board of Studies in University School of Business (Under Graduate and  
Integrated Program) which met on 13<sup>th</sup> March 2018 has recommended  
to Introduce Master of Business Administration (MBA) 5years Integrated Course under  
Specialized Program from the academic year 2018-19 at MYRA School of Business,  
Mysuru subject to the conditions specified below.

1. The Institute should get AICTE Approval for the Program.
2. All admissions should done through PG CET written test as applicable

The Faculty of Commerce and the Academic Council Meeting held on 19-04-2018  
and 19.06.2018 respectively have approved the above said proposal and the same is  
hereby notified.

The Syllabus and Regulation may be downloaded from the University Website  
i.e., [www.uni-mysore.ac.in](http://www.uni-mysore.ac.in)

The Earlier Notification issued under reference 4 is treated as cancelled.

**DRAFT APPROVED BY THE REGISTRAR**

Deputy Registrar (Academic)

To:

1. The Registrar (Evaluation), University of Mysore, Mysuru.
2. The Dean, Faculty of Commerce, B.N. Bahadur Institute of Management Sciences,  
Manasagangotri, Mysuru.
3. The Chairman, B.N. Bahadur Institute of Management Science, Manasagangotri, Mysuru.
4. The Chairman, Board of Studies in University School of Business, PMEB, Pareeksha Bhavan,  
University of Mysore, Mysuru.
5. The Director, PMEB, Pareeksha Bhavan, University of Mysore, Mysuru.
6. Chairman, Myra School of Business (MYRA) Near Infosys opposite Power Grid, Illavala Hobli,  
Mysuru-571130.
7. The Director, College Development Council, Moulya Bhavan, Manasagangotri, Mysuru.
8. The Deputy Registrar/Assistant Registrar/Superintendent, AB and EB, University of Mysore,  
Mysuru.
9. The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysuru.
10. Office Copy.

## REGULATIONS GOVERNING DIPLOMA, DEGREE AND MASTERS' PROGRAMS IN BUSINESS STUDIES OFFERED THROUGH THE MYRA SCHOOL OF BUSINESS

### 1. PREAMBLE:

University of Mysore (UOM) as part of the centenary celebrations had approved the innovative and unique Integrated MBA program in 2015. A BOS was constituted and regulations and syllabi were framed and the same were approved by the relevant bodies. MYRA School of Business (MSB) has sought the approval to offer a similar program. Therefore the same BOS has prepared regulations governing the Integrated MBA program of the University of Mysore and MYRA School of Business under the Statutes "University of Mysore-Recognition of certain institutions for specified studies / specialized studies and Research Statutes 2008" approved by his excellency the Chancellor of Universities in Karnataka and communicated by the Government vide ED09/UMS 2008 dated 23-10-2008.

### 2. PROGRAMS

The following programs will be offered through the MSB under this regulation;

PROGRAM	MINIMUM DURATION	MAXIMUM DURATION	MINIMUM COURSES	MINIMUM CREDITS
DIPLOMA IN BUSINESS ADMINISTRATION (DBM)	3 Trimesters from the date of first enrollment	6 Trimesters from the date of first enrollment	Core – 4 courses of 4 credits each Support – 4 courses of 4 credits each General - 5 courses of 3 credits each Open – 3 courses of 2 credits	53
HIGHER DIPLOMA IN BUSINESS ADMINISTRATION (HDBM)	6 Trimesters from the date of first enrollment	12 Trimesters from the date of first enrollment	Core – 8 courses of 4 credits each Support – 8 courses of 4 credits each General – 10 courses of 3 credits each Open – 6 courses of 2 credits each	106
BACHELOR OF BUSINESS ADMINISTRATION (BBA)	9 Trimesters from the date of first enrollment	18 Trimesters from the date of first enrollment	Core – 15 courses of 4 credits each Support – 15 courses of 4 credits each General – 10 courses of 3 credits each Open – 6 courses of 2 credits each	162
BACHELOR HONOURS IN BUSINESS ADMINISTRATION (BBA – HONS)	12 Trimesters from the date of first enrollment	24 Trimesters from the date of first enrollment	Core – 4 courses of 4 credits each, Support – 2 courses of 3 credits each and Advanced – 4 courses of 5 credits each - after successful completion of BBA	42

MASTER OF BUSINESS ADMINISTRATION (MBA)	15 Trimesters from the date of first enrollment	30 Trimesters from the date of first enrollment	Core – 6 courses of 4 credits each, Advanced – 6 courses of 5 credits each Internship – 1 course of 3 credits Masters’ Thesis – 1 Course of 8 credits - after successful completion of BBA	62
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- 2.1 All programs will be under the Choice Based Credit System (CBCS)
  - 2.2 The general pattern of credits, GPA and CGPA as practiced under the CBCS Scheme of the University of Mysore in vogue from time to time shall be applicable to all programs offered through MSB
  - 2.3 The work of Masters’ Thesis would be spread over the entire period of the final year. However, thesis would be submitted and grades awarded during the final trimester
  - 2.4 The MYRA School of Business (MSB) would determine the suitable time for the students to undertake internship. Once started the internship will be for a continuous period of 3 months
3. **ENTRY AND EXIT POINTS:** An exit point is provided to students by end of each academic year i.e., completion of a set of 3 trimesters as explained under 2 above. However, a student exiting with a diploma or degree may again enroll and continue the studies for further degrees subject to the following conditions
- a. The student should not have a break of more than 3 trimesters after exiting
  - b. The student should be able to complete the next level of diploma/degree within the overall maximum duration prescribed under 2 above
  - c. The earlier level of qualification conferred on the student would be withdrawn before awarding the next level of qualification (Example: If a student exits after 6 trimesters with Higher Diploma and after a break of one year if he/she wishes to pursue studies for Bachelor Degree, then the Higher Diploma would be withdrawn before conferring the Bachelor Degree)
  - d. Lateral entry is permitted only for the 4th year (10th trimester) for the MBA program.
  - e. No exit after one year and not eligible for the Honours program
  - f. For the available seats, Admissions will be based on PGCET or any other admission tests such as GMAT / CAT / XAT or any other National Admission Tests

#### 4. COURSES:

A Course is a subject offered by the faculty (course instructor) during a specific trimester. Course titles are broadly suggested indicating its significance to the program and the level of knowledge expected to be acquired by the student. The specific contents of each course is decided and notified by the course instructor concerned.

- 4.1 **COURSE PATTERN:** The following course pattern is suggested for the proposed programs
  - a. **CORE:** A core course is a mandatory course for the designated program. Generally each core course will be of 4 credits. Core courses are considered central to a study

- discipline and hence the students are generally encouraged to study the same in the parent institution. However, such courses may also be accepted under credit transfer scheme as may be permitted from time to time
- b. **SUPPORT:** Support courses are considered complementary to the main discipline studied under a designated program. Generally these courses are of 4 credits each. Support courses will have a wider choice for the students and they may be pursued either at the parent institution or at any other institution under credit transfer scheme as may be permitted from time to time.
  - c. **GENERAL:** General courses are designed to provide the students inputs so as to understand and appreciate issues addressed by the discipline of humanities and help students develop communication skills. These are of 3 credits and may be pursued either at the parent institution or any other institution under credit transfer scheme as may be permitted from time to time
  - d. **OPEN:** Open courses are considered to be an opportunity for the students to study any subject of their interest. Open courses need not be formally related to the main discipline of study. With a weightage of 2 credits per course, these courses give students a chance to study/engage in an area of their passion or hobby apart from studying courses formally related to their discipline of study.
  - e. **ADVANCED:** Advanced courses offer specialization in a chosen micro field within the main discipline of study. It is expected that the study of Advanced courses will facilitate a professional level understanding of the chosen field of specialization. These courses include a higher degree of practical skills and hands on experiences.
  - f. **INTERNSHIP:** Internship is designed to provide on-the-job experience to the students. Students will be placed in a suitable organization for one full trimester (3 months). The representative of the organization will evaluate the student for 3 credits
  - g. **MASTERS' THESIS:** A Masters' program presupposes inculcating in the student a good sense of research and innovation. Therefore, Masters' thesis is mandatory for successful completion of credits for a Masters' program. The thesis work will begin at the beginning of the course work for the Masters' program and would be evaluated and credits awarded after the successful defense by the student of the research findings.

#### 5. ADD ON COURSES:

Students may choose to pursue more than the prescribed minimum credit courses. If they complete a minimum prescribed additional credits they would be considered to have successfully completed the requirements of Add-on Courses and would be awarded relevant Certificates

#### 6. TEACHING AND EVALUATION:

The teaching and evaluation in respect of each course will be conducted by the instructor concerned as specified below

- 6.1 Teaching and delivery pattern shall be as per the LTP model as described in the curriculum
- 6.2 All courses are evaluated for a total of 100 marks
- 6.3 The weightage for continuous assessment is 50% and trimester end examination is 50%

- 6.4 Continuous Assessment shall be in two parts of 25 marks each and the mode of assessment shall be announced by the concerned faculty at the beginning of the trimester

### 7. CREDIT TRANSFER:

Credit transfer facility is offered to students based on the Memorandum of Understanding entered into by the University of Mysore with other institutions/universities within and/or outside India. For the purpose of credit transfer only those courses offered in partner institutions which are recognized as equivalent courses by UOM may be chosen by the students. Credit transfer facility is available for all courses. In case of Core and Advanced courses, study on credit transfer basis is permitted for not more than 30 percent of the minimum credit prescribed. In case of Support and Open courses credit transfer is allowed up to 50 percent and full credit transfer is allowed for Masters' Thesis. However, total credits earned through credit transfer facility shall not exceed 30 percent of minimum credit required for successful completion of a program

### 8. CURRICULUM

The title of courses and the syllabi would vary from time to time. However, some of the recommended course titles include the following:

CORE COURSE	COURSE CODE	TITLE OF THE COURSE
CORE 1	CMC1	Introduction to Business
CORE 2	CMC2	Principles of Management
CORE 3	CA1	Principles of Accounting
CORE 4	CA2	Financial Statements
CORE 5	CHR	Human Resource Management
CORE 6	COM	Operations Management
CORE 7	CT1	Principles of Taxation
CORE 8	CT2	Indian Tax Laws
CORE 9	CCA1	Cost Accounting
CORE 10	CCA2	Managerial Accounting
CORE 11	CQT1	Business Mathematics
CORE 12	CQT2	Business Statistics
CORE 13	CBE1	Business Economics
CORE 14	CBE2	Managerial Economics
CORE 15	CGM1	Marketing Management
CORE 16	CGM2	Sales Management
CORE 17	CBS1	Business and Society
CORE 18	CBT	Business and Technology
CORE 19	CFM	Financial Management
CORE 20	CIS1	Management Information Systems
CORE 21	CIS2	Decision Support Systems

ANY OTHER COURSE INTRODUCED FROM TIME TO TIME WITH THE APPROVAL OF UNIVERSITY AUTHORITIES		
SUPPORT 1	SCA1	Introduction to Spread sheets
SUPPORT 2	SCA2	Business Software
SUPPORT 3	SMB1	Money and Banking
SUPPORT 4	SMB2	Macroeconomics
SUPPORT 5	SBL	Business Law
SUPPORT 6	SIB	International Business
SUPPORT 7	SIF	Indian Financial System
SUPPORT 8	SCM1	Capital Market Operations
SUPPORT 9	SCE1	Entrepreneurship
SUPPORT 10	SFM1	Financial Services
SUPPORT 11	SFM2	Corporate Finance
SUPPORT 12	SOR1	Operations Research
SUPPORT 13	SBE1	Business Ethics
SUPPORT 14	SIT1	International Trade
SUPPORT 15	SOB	Organizational Behaviour
SUPPORT 16	SMR	Market Research
SUPPORT 17	SBP	Business Policy and Environment
SUPPORT 18	SCG	Corporate Governance
SUPPORT 19	SMN	Management of Nonprofit Organizations
ANY OTHER COURSE INTRODUCED FROM TIME TO TIME WITH THE APPROVAL OF UNIVERSITY AUTHORITIES		
GENERAL 1	GL1	Communicative English 1 (Spoken English)
GENERAL 2	GL2	Communicative English 2 (Written English)
GENERAL 3	GL3	Business Writing
GENERAL 4	GL4	Business Communication and Public Relations
GENERAL 5	GL5	Business Literature
GENERAL 6	GL6	Communicative Kannada/Hindi
GENERAL 7	GH1	World History
GENERAL 8	GH2	Indian History
GENERAL 9	GC	Indian Constitution
GENERAL 10	GE	Environmental Issues
GENERAL 11	GS	Indian Society
GENERAL 12	GP	Indian Philosophy
ANY OTHER COURSE INTRODUCED FROM TIME TO TIME WITH THE APPROVAL OF UNIVERSITY AUTHORITIES		
OPEN 1	OS1	NSS 1
OPEN 2	OS2	NSS 2
OPEN 3	OS3	NSS 3
OPEN 4	ON1	NCC 1

OPEN 5	ON2	NCC 2
OPEN 6	ON3	NCC 3
OPEN 7	OY	Yoga
OPEN 8	OSP	Sports
OPEN 9	OM	Music
OPEN 10	OD	Drama
OPEN 11	OV	Volunteering
ANY OTHER COURSE INTRODUCED FROM TIME TO TIME WITH THE APPROVAL OF UNIVERSITY AUTHORITIES		
ADVANCED 1	AFA1	Financial Accounting
ADVANCED 2	AFA2	Investment Management
ADVANCED 3	AFA 3	Advanced Concepts in Management Accounting and Control
ADVANCED 4	AFA 4	Advanced Fundamental Analysis, Modeling and Valuation
ADVANCED 5	AMS1	Consumer Behavior
ADVANCED 6	AMS2	Marketing Strategy
ADVANCED 7	AMS 3	Sales and Business Development
ADVANCED 8	AMS 4	Brand and Product Management
ADVANCED 9	AIS1	E-commerce
ADVANCED 10	AIS2	Business Analytics
ADVANCED 11	AIS 3	Data Driven Decision Making and Design
ADVANCED 12	AIS 4	Digital Interactive Marketing
ANY OTHER COURSE INTRODUCED FROM TIME TO TIME WITH THE APPROVAL OF UNIVERSITY AUTHORITIES		

**Total Course Listing:**

Sl No	Type of Course	Number
1	Core	21
2	Support	15
3	General	10
4	Advanced	12
5	Total	58

**9. INTAKE:**

The intake shall be as approved by the University of Mysore from time to tie. The prevailing rules pertaining to reservations to SC and ST students shall be applicable which admitting students for all courses.

**10. GENERAL CONDITIONS:**

- a. Students who have completed 12 years of schooling with a minimum of 60 percent at +2 level (45 % for SC/ST) are eligible for admission to the course

- b. All programs under MSB shall be on Self-Financing basis. The fee structure of the programs shall be as agreed through the MOU
- c. Admissions are based on a written test and/or any other chosen mode of tests as may be as approved by University
- d. Only those students who enroll for a minimum of 20 credits or more in a trimester is considered as full time students
- e. Students can enroll for a maximum of 30 credits in a trimester subject to availability of courses
- f. Students may enroll for any courses offered during a trimester subject to the following conditions – i. It is mandatory to complete the minimum required credits under Core, Support, Open and Advanced courses as applicable to respective programs. ii. In each category of courses the sequence of course numbers should be followed while enrolling for the courses. (Example: Courses CA1, CA2, CA3 and CA4 should be opted for in that order. In other words a student cannot enroll for CA2 before completing the prescribed course work for CA1)
- g. Course attendance of 80 per cent is a prerequisite for considering eligibility of course completion

11. **SAVING CLAUSE:** a. Where these regulations are silent the provisions of the existing scheme of CBCS followed by the University of Mysore shall be applicable. B. The decision of the Vice Chancellor, University of Mysore will be final on all matters necessitating further clarification in the implementation of these regulations.

### **COURSE REQUIREMENT:**

#### **DBM**

<b>Type</b>	<b>Core</b>	<b>Support</b>	<b>General</b>	<b>Open</b>	<b>Advanced</b>
<b>No</b>	4	4	5	3	None

<b>Term 1</b>	<b>Term 2</b>	<b>Term 3</b>
CMC 1 - Introduction to Business	CMC 2 - Principles of Management	CA 1 - Principles of Accounting
CQT 1 - Business Mathematics	SIF - Indian Financial System	SCA 2 - Business Software
GL1 - Communicative English 1 (Spoken English)	SCA 1 - Introduction to Spread sheets	SMB 2 - Macroeconomics
GS - Indian Society	GL 2 - Communicative English 2 (Written English)	GL 3 - Business Writing
OY - Yoga	OSP - Sports	GC - Indian Constitution
		OV - Volunteering

#### **HDBM**



Type	Core	Support	General	Open	Advanced
No	4	4	5	3	None

Term 4	Term 5	Term 6
CCA 1 - Cost Accounting	CA 2 - Financial Statements	CCA 2 - Managerial Accounting
SBL - Business Law	CBE 1 - Business Economics	SFM 1 - Financial Services
GH 1 - World History	SMB 1 - Money and Banking	GL 4 - Business Communication and Public Relations
GE - Environmental Issues	SIB - International Business	GL 6 - Communicative Kannada/Hindi
OS 1 - NSS 1	GH 2 - Indian History	OD - Drama
	OM - Music	

### BBA

Type	Core	Support	General	Open	Advanced
No	7	7	None	None	None

Term 7	Term 8	Term 9
COM - Operations Management	CGM 1 - Marketing Management	CT 2 - Indian Tax Laws
CT 1 - Principles of Taxation	SFM 2 - Corporate Finance	CQT 2 - Business Statistics
CHR - Human Resource Management	SOB - Organizational Behaviour	SMR - Market Research
CBE 2 - Managerial Economics	SOR 1 - Operations Research	SCM 1 - Capital Market Operations
SBE 1 - Business Ethics	SCG - Corporate Governance	

### BBA-HONS

Type	Core	Support	General	Open	Advanced
No	4	2	None	None	4

Term 10	Term 11	Term 12
CGM 2 - Sales Management	CBS 1 - Business and Society	* Advanced courses in Finance/Marketing/Analytics/OBHR/Operations Management
CFM - Financial Management	CBT - Business and Technology	* Advanced courses in Finance/Marketing/Analytics/OBHR/Operations Management

SBP - Business Policy and Environment	SCE 1 - Entrepreneurship	* Advanced courses in Finance/Marketing/Analytics/OBHR/Operations Management
* Advanced courses in Finance/Marketing/Analytics/OBHR/Operations Management		

### MBA

Type	Core	Support	General	Open	Advanced
No	2	None	None	None	2

Internship	and Master's thesis
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Term 13	Term 14	Term 15
CIS 1 - Management Information Systems	CIS 2 - Decision Support Systems	Internship
* Advanced courses in Finance/Marketing/Analytics/OBHR/Operations Management	* Advanced courses in Finance/Marketing/Analytics/OBHR/Operations Management	
Master's Thesis		

### Course Requirement Matrix:

Sl No	Type of Course	Required Number	Total Credits
1	Core	21	21 x 4 = 84
2	Support	15	15 x 4 = 60
3	General	10	10 x 3 = 30
4	Advanced	6	6 x 5 = 30
5	Project (Master's Thesis)	1	1x 8
6	Internship	3	1x 3
<b>Total</b>	<b>6</b>	<b>56</b>	<b>215</b>

Course Level	Core	Support	General	Open	Advanced
DBA	4	4	5	3	None
HDBA	4	4	5	3	None
BBA	7	7	None	None	None
BBA-HONS	4	2	None	None	4
MBA	2	None	None	None	2

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- MYRA offers three specialization streams: Finance; Marketing; and Analytics as majors and two specialization streams are offered as minors — Organizational Behaviour & Human Resource Management and Operations Management
- Students are required to choose any particular specialization of their choice by the end of Term 9
- Depending on their choice of specialization, the listed Four Advanced courses in each of the specialization category viz Finance / Marketing / Analytics (as major) will be offered
- A student can choose any other Two Advanced courses listed and offered (as minor)
- MYRA will offer elective courses in streams such as Organizational Behaviour & Human Resource Management and Operations Management as minors



## MBA (Integrated) The MYRA School of Business

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OPEN 2	OS2	NSS 2
OPEN 3	OS3	NSS 3
OPEN 4	ON1	NCC 1
OPEN 5	ON2	NCC 2
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OPEN 7	OY	Yoga
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ADVANCED 7	AMS 3	Sales and Business Development
ADVANCED 8	AMS 4	Brand and Product Management
ADVANCED 9	AIS1	E-commerce
ADVANCED 10	AIS2	Business Analytics
ADVANCED 11	AIS 3	Data Driven Decision Making and Design
ADVANCED 12	AIS 4	Digital Interactive Marketing
ANY OTHER COURSE INTRODUCED FROM TIME TO TIME WITH THE APPROVAL OF UNIVERSITY AUTHORITIES		

**Our Total Course Listing:**

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## **COURSE OUTLINES - CORE**

### **CMC1: INTRODUCTION TO BUSINESS**

**Objective:** This course is designed as an introductory course that familiarizes students to fundamental business concepts and terminologies, including managing a business, and the business environment. The five units in the course will touch upon major aspects of a business enterprise including types of businesses, global business organizations, mergers and acquisitions, organizational culture, business functions within an organization, entrepreneurship, and business ethics and CSR.

#### **Unit 1: The Nature of Businesses and the Business Context**

The business environment: fundamental macroeconomic concepts and other external factors that drive the context of a business; Types of businesses: sole proprietorship, partnerships, and public corporations; Mergers and Acquisitions; conducting business internationally: nature of a global corporation, importing and exporting, international business strategies, and forces affecting trade.

Explores how the various forms of ownership affects how that business is taxed, how profits are distributed, and what regulations are to be followed. You will how firms can grow from one type of business ownership to another depending on their aspirations and their environment

#### **Unit 2: Managing a Business**

Key functions of a business. Marketing and sales: planning, production or solution building, pricing, distribution, promotion. It will cover financial planning and allocation of resources; Human resource planning, staffing, recruitment and training; Management of operations, and delivery of services and solutions.

Functions of management: planning including developing vision, mission and goals, organizing and staffing, directing and facilitating, and controlling; Types of organizational structures: hierarchical, flat, and matrix organizations and their advantages and disadvantages; Organizational culture.

#### **Unit 3: Entrepreneurship and Small Business Management**

Entrepreneurship: defining entrepreneurships, identifying attributes required of an entrepreneur, discussing challenges of a start up; Business models, and business plans; Applying a problem-solving approach to challenges faced by entrepreneurs and small business owners.

#### **Unit 4: Business Ethics and Corporate Social Responsibility (CSR)**



Business Ethics: Defining business ethics and the attributes of an ethical corporation, instilling ethics and values among members of an organization.

Corporate Social Responsibility: Discussing the responsibilities of an organization towards its stakeholders, and the social responsibility of a business.

**Suggested Readings:**

- 1) William G.N., McHugh. J & McHugh.S. M. (2008). Understanding Business, 8<sup>th</sup> Edition. McGraw-Hill
- 2) Bamford, C. & Bruton G. (2017) Entrepreneurship: A Small Business Approach, Indian Edition. McGraw-Hill
- 3) Publication Manual of the American Psychological Association, 6<sup>th</sup> Edition

**CMC2: PRINCIPLES OF MANAGEMENT**

**Objective:** This introductory course focuses on providing students with the knowledge and understanding of key principles in management. Specifically, the course will cover seminal theories and cotemporary concepts and principles in the areas of management and the major functions of management, and seminal leadership theories and models.

**Unit 1: Nature scope and importance of management**

Key Management concepts and models; the importance of management for organizations, difference between leadership and management; Effects of external environment (economical, political, technological) on management

**Unit 2: Leadership**

Leadership defined, difference between management and leadership; Leadership Theories and Models: Trait based leadership, Style approach, Situational approach, Path-Goal theory, Contingency theory, and Transformational Leadership.

**Unit 3: Planning and Organizing**





Examining internal and external factors that affect an organization; Defining vision, mission, strategy, and goals; Decision Making; Allocation of financial resources; Planning and deploying human resources. The functions of management; Organizational and management structures;

#### **Unit 4: Directing, Facilitating and Controlling**

Goal Setting; Employee Motivation and Engagement; Human Resource Management Recruiting and Selecting, Training, Coaching and Mentoring; Performance Management, Rewards and Recognition; Innovation: Creativity, methods and approaches to innovation; Importance of Ethics: Cascading ethics and values across teams.

#### **Suggested Texts:**

- 1) Koontz, H., & Weihrich, H. (2015). Essentials of Management: An International, Innovation and Leadership perspective. McGraw Hill.
- 2) Tripathi, P.C., & Reddy, P.N., (2017). Principles of Management, 6<sup>th</sup> Edition. McGraw Hill.
- 3) Northouse, P.G. (2012), Leadership Theory and Practice, 6<sup>th</sup> Edition. Sage Publications.
- 4) Publication Manual of the American Psychological Association, 6<sup>th</sup> Edition

## **CA1: PRINCIPLES OF ACCOUNTING**

### **LEARNING OUTCOMES**

1. Identify the conceptual underpinnings of accounting
2. Recall the features, tools and methods used to enhance and improve accounting systems and processes
3. Define the basics of income measurement and the accounting cycle
4. Recognize the classification framework and typical examples of current assets and liabilities
5. Identify trends in profitability through examining margins and rates of returns

**Unit 1:**

**Introduction to Accounting**

- Stereotypes of an Accountant
- Entity Concepts
- Core Accounting Principles
- The Language of Business
- Disciplines of Accounting
- Financial Accounting
- Key Concepts
- The Financial Reporting Model
- Usefulness of Accounting in Careers and Life
- The Importance of Ethics

**Cost Estimation and Cost- The Accounting System**

- System Design
- Accounts Debits
- Accounts Credits
- Transaction Analysis
- General Journal
- Charts of Accounts
- Source Documents
- Thinking About Automation
- No Guarantee of Correctedness
- Critical Thinking About Debits and Credits

**Unit 2:**

**Income Measurement and the Accounting Cycle**

- An Emphasis on Transactions and Events
- The Periodicity Assumption
- Revenue Recognition
- Expense Recognition
- Adjusting Entries
- The Adjusting Process for Revenues
- The Accounting Cycle
- Reporting Periods and Worksheets
- Cash Basis of Accounting



- Historical Cost Principle

### **Cash, Receivables, and Controls**

- Concepts of Cash
- Cash Management and Control
- Bank Reconciliations
- Petty Cash Funds
- Cash Short Account
- Accounts Receivable
- Selling on Credit
- Interest Charges
- Direct Write-Off Method
- Allowance Techniques for Uncollectible Accounts

### **Unit 3:**

#### **Inventory**

- Recording Purchase of Asset
- Gross Profit
- Categories of Inventory
- Inventory Costs
- Freight
- Cost Assignment
- Perpetual Systems
- Comparing Methods
- The Importance of Accuracy
- Physical Inventory

#### **Plant Assets**

- Property, Plant and Equipment
- Typical Vs. Mega Company Balance Sheet
- Ordinary and Necessary Costs
- Special Rules
- Materiality Issues
- Depreciation
- The Straight-Line Method of Depreciation



- The DoubleDeclining-Balance Method of Depreciation
- Revisions in Depreciation
- Asset-Related Costs Subsequent to Acquisition

### **Current Liabilities**

- Operating Cycle
- Accounts Payable
- Notes Payable
- Accruals
- Prepayments, Deposits, and Collections for Others
- Estimated Liabilities
- Being a Better Borrower
- Concepts in Payroll Accounting
- Calculating Gross and Net Pay
- Payroll Journal Entries

### **Unit 4:**

### **Corporate and Partnership Equity**

- The Corporation
- Initial Public Offering
- The Partnership
- The Sole Proprietorship
- Accounting for Sole Proprietorships and Partnerships
- Basic Accounting Considerations
- Corporate Equity Transactions
- Corrections of Errors
- Changes in an Accounting Method
- Retrospective Adjustment

### **Analysis**

- Common-Size Financial Statements
- Ratio Analysis
- Liquidity Analysis
- Debt Service Analysis
- Turnover Analysis



- Profitability Analysis
- Other Measures
- Earnings-Per-Share
- Recap and Summary Illustration
- Calculation of Ratios

## CA2: FINANCIAL STATEMENTS

### Overview of Course

#### Prerequisite:

This course calls for prior basic knowledge of financial accounting concepts.

#### Course Objective:

- Analyze financial statements in the broader context of business analysis
- Focus on Financial Statement users, their information needs, and how financial statement analysis addresses those needs
- Apply several basic financial statement analysis techniques
- Use the techniques to understand the past financial status of the company and the present.

#### Learning Outcomes:

At the end of the course the students are expected to have a clear understanding and comprehensive knowledge of the following:

- Analysis and Interpretation of a company's financial statements using appropriate techniques.

#### Scope of the Course:

This course covers the conceptual understanding of various aspects of financial statements and the techniques to analyze them.

#### Pedagogy:

The text books to be followed are:

1. Financial Statement Analysis – K R Subramanyam and John Wild 10e Mcgraw Hill Education.



2. Business Analysis and Valuation using Financial Statements – Krishna Palepu and Paul Healy 5e Cengage Learning.

The study encompasses the following:

1. Classroom Lectures and Discussions.
2. A comprehensive real life assignment which will be dovetailed with the lectures on a real time basis.

### **Course Plan:**

#### **Unit 1:**

##### **Overview of FSA**

- The big picture - Chap 1 of P&H

##### **Accounting Analysis**

- Annual Report - Assets, Liabilities, Equity - Chap 3 of P&H
- Balance Sheet - Revenues, Expenses, Profit – Videos

#### **Unit 2:**

##### **Profit & Loss statement**

- Analyzing Financing Activities - Liabilities, Contingencies, Equity - Chap 3 of S&W
- Analyzing Investment Activities - CA, Investments, Assets, Intangibles - Chap 4 of S&W
- Analyzing Operating Activities - Income, Deferred charges, Interest; Non-Recurring Charges - Chap 6 of S&W

#### **Unit 3:**

##### **Financial Analysis**

- Ratio Analysis – Common sized and Interpretation - Chap 5 of P&H

##### **Cash Flow Analysis**

- Construction, Use & Interpretation - Chap 7 of S&W

#### **Unit 4:**

##### **Profitability Analysis**

- ROIC, ROE and DuPont Analysis - Chap 5 of P&H & Chap 8 of S&W

### **Assignments and Presentation:**



1. The class will be broken up into teams of 4. Each team will take up 2 companies from a sector and work alongside the lecture sessions on the assigned company's data. It will include a sector analysis, company analysis including ratios, profitability, cash flows and quality of the company and its earnings.
2. Each team will make their detailed presentation on their findings.

## **CHR: HUMAN RESOURCE MANAGEMENT**

**Objective:** This course focuses on providing students with the knowledge and understanding of fundamentals of Human Resource Management (HRM). Specifically, the course will cover cotemporary concepts and principles in the areas of HRM, the various sub-functions and practices within HRM such as Recruitment and Selection, Staffing, Human Resource Development (HRD) including Training, Coaching, Mentoring, and Employee wellness, Compensation and Benefits, and Performance Management.

### **Unit 1: Defining Human Resource Management, its Nature, Scope and Context.**

The context of HRM: Trends in HRM, External and internal forces that affect human resource management; Understanding HRM: Key theories and models that guide HRM practice, defining HRM, distinguishing HRM and HRD, HR Planning

### **Job Analysis, Selection, and Staffing**

Job Analysis: Work flow analysis, Job analysis, Job design, Job descriptions, designing jobs that are efficient and meaningful; Recruitment and Selection: The process of recruitment, the role of HR personnel in recruitment, the role of managers in the selection process; On-boarding: the on-boarding process, Orientation programs, HR role in the process, manager's role in on-boarding new employees.

### **Unit 2: Human Resource Development**

Training: Models for training, Needs analysis, Designing and developing training programs, Implementing, and Evaluating training effectiveness; Types of training methods: On-the-Job training, Simulations, Business Games, E-Learning, Behavior modeling; Career Management and Development: Career planning, Career paths, Assessing for development, Coaching, Mentoring, Experiential Learning, Shadowing, Job Rotation, Action learning.

### **Unit 3: Assessing Performance and Compensating employees**



Performance management: The process, HR role in the process, Managers role in the process, setting performance metrics and expectations, Compensation: Compensating employees fairly and ethically, Motivating and guiding employees towards better performance, having effective performance conversations, effective feedback; Managing Attrition and separations: Involuntary and Voluntary exits, Ensuring employee performance, Maintaining discipline, Conflict Management, Exit interviews.

#### **Unit 4: Other HR Activities and Roles**

Labor Unions: Trends in labor unions, Role of unions, Types of unions, Negotiating with Labor Unions and Collective Bargaining, Refraining from unfair labor practices; Managing a global workforce: the global environment, cross-cultural human resource management, recruiting globally, training and developing a global workforce; HR Analytics; Human Resource Management Systems (HRMS).

#### **Suggested Readings:**

- 1) Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P.M. (2015). Fundamentals of Human Resource Management, 3<sup>rd</sup> Edition. India Edition, McGraw Hill.
- 2) Aswathappa, K. (2017). Human Resource Management, 8<sup>th</sup> Edition. McGraw Hill.
- 3) Publication Manual of the American Psychological Association, 6<sup>th</sup> Edition.

## **COM: OPERATIONS MANAGEMENT**

**Course Objective:** To introduce fundamentals of operations management such as process analysis, inventory management, operations planning and quality control.

#### **Unit 1: Process and capacity analysis**

Introduction to operations management; Process, Process mapping, bottleneck identification, cycle time, throughput rate; Little's law; Push and Pull Production system, Made-to-stock, Made-to-order, Assemble-to-order; Process characteristics- volume, variety, flow; Batch, assembly, continuous flow production; Job-shop flow; Product process matrix; Product vs service operations; capacity, capacity analysis, resource utilization; capacity planning for services using queuing analysis.

#### **Unit 2: Inventory management**

Significance of inventory; Types of inventory; Inventory costs; Two issues in inventory





management; Inventory management for deterministic demand, Economic order quantity (EOQ), Extensions of EOQ model, Robustness of EOQ model; managing uncertainty, safety stock and service level; Continuous review system; Periodic review system; Inventory problem for single period demand; Inventory classification for control- ABC, XYZ, VED etc..

### **Unit 3: Operations planning**

Aggregate production planning- Definition, importance and approach; Managing demand; Managing supply; Strategies for aggregate production planning- Level, Chase and Mixed, other strategies; Master production scheduling; Resources planning- depended and independent demand, product structure, bill of materials, lot size requirements; Materials requirement planning(MRP).

### **Unit 4: Lean management and Quality control**

Lean management- Definition, significance and philosophy; VA, NVA and NNVA activities; JIT philosophy, Waste elimination; JIT manufacturing; The Kanban system; Issues in JIT implementation; Quality- Definition, history and importance, Dimensions of quality; Total quality management; Tools for quality management- Histograms, Pareto diagrams, fishbone, CEDAC, Poka yoke; Quality certifications and awards; Six Sigma- definition, significance, a quality control tool; Defects per million, Six Sigma methodology (DMAIC); Process variations; Process control-  $\bar{X}$ , R, p and c charts; process capability and Six Sigma.

Suggested Readings:

1. Hopp, Wallace, and Spearman, M.L.. *Factory Physics*. 2nd ed. McGraw-Hill / Irwin.
2. Nahmias, Steven. *Production and Operations Analysis*. 4th ed. Burr Ridge.
3. Chase, R. B., Jacobs, F. R., Aquilano, N. & Agarwal, N.K. Operations management for competitive advantage. 11<sup>th</sup> ed. *Mc-Graw Hill*.

Note: Latest edition of textbooks may be used.

## **CT1: PRINCIPLES OF TAXATION**

The main objectives of the course is to:

1. Familiarize and provide knowledge of frame work of taxation system in India and to
2. To impart knowledge of the basic principles of underlying the substantive provisions of income tax, wealth tax service tax, value added tax, GST to the student.

3. To equip students with application of principles and provisions of above tax laws in computation of income and taxation of a person excluding companies under various heads of income and their assessment procedure.

**Course Content:**

- **Unit-1:**

Constitutional Provisions- Arts. 265 to 289 - Scope of Tax Laws: b. Tax and Fee. Capital Receipt and Revenue Receipt distinguished.

- **Unit-2:**

Direct Tax Laws: Income Tax Law: Historical out line, Definitions-‘Income’ ‘Agriculture Income’ Previous Year’ and Assessee’ Incidence of Tax and Residential Status. Statutory exemptions (Ss 10 to 13A) classification of Income and Heads of Income (Ss 14 to 59): b. Assessment (Ss.109 to158) Collection and Recovery of Tax (ss19A-234) Double Taxation Relief Clubbing of Incomes Ss50-66).

- **Unit-3:**

Income Tax Authorities, Settlement of cases (S.245). Appeals and Revisions (Ss 246-269), Penalties, offences and prosecution (Ss 270-280). Wealth Tax Act: Definitions of Asset, Net Wealth. Valuation Date Deemed Assets. Exempted Assets.

- **Unit-4:**

Indirect Tax Laws: a) Central Sales Tax Act. 1956 - Historical Outline-Definitions-A detailed study of Ss. 4 to 6A-Registration of Dealers-Liability in special cases (Ss 16 to 18): b. General Sales Tax Act, 1957 Definitions: Business-Dealer-Casual Dealer-Total turn-over-Registration of dealers. Sales Tax Authorities. VAT, Scope of VAT, problems and prospects in its application. GST: study and understanding of GST and its implications and impact.

## **CT2: INDIAN TAX LAWS**

### **Unit 1:**

- An insight on Income Tax Laws in India, double taxation, foreign tax, sales tax, VAT Acts, Filing of Tax Return, Taxation of Companies, Taxation of Foreign Nationals

### **Unit 2:**

- **Direct Taxes**

- **Income Tax** – Income from salary, Income from house property, Profits and gains of business or profession, Capital gains, Income from other sources (including dividends, interest from securities, interest income and income from winning of lotteries)
- **Taxation** – Rate of Taxation, Tax Benefits for Promoting Growth, Double taxation avoidance agreements, Advance Rulings
- **Indirect Taxes** – Central Excise, Customs Duty, Sales Tax, Services Tax

### **Unit 3:**

- Taxing Foreign Income of Company, Pre-requisite of Taxes, D.E.P.B, Its Taxability –Issues Therein
- TRIPS, Hutch Vodafone Merger – An Issue of Tax Planning, Tax Implication in a product loan transaction, Capital Gains Tax & Joint Development Agreement, Double Taxation Avoidance Agreements, Fringe Benefit Tax, New Dimension to India's Taxation Policy
- Cash Credit –Section 68, Residence & Intensions under Tax Laws, Power to Tax in Territorial Waters, Taxation of Software
- Securitisation: A Boon for the Banking Sector, Outward Transit Insurance, Advance Ruling Under Vat Acts
- Policies, Incentives of Central Excise and Customs related to SSI

### **Unit 4:**

- Fiscal Federalism in India, Taxation for E-Commerce – A Global Perspective, Tax Form in India
- Taxing Power in Democracy, Royalty –Taxability under Vat Laws, Odious Debt, International Tax, VAT in Asia Pacific, Concept of Disgorgement
- Laws for SEZ, Foreign Currency Convertible Bonds, Application Income, Household Savings, Valuation of excisable goods for the purpose of charging excise duty
- Leave Encashment, Analysis of value added chain, Salary Tax, Allowances, Canons of Taxation, Tax on Works Contract, Dishonour of Cheque, Bank Frauds, Overview of Fringe benefit tax

### **Case Studies:**

1. The Bhopal Gas Tragedy: On whether and how the Indian Companies Act, 1956 can be used to make a case for imposing social responsibility on corporations
2. Interpretation of taxing statute as strict construction and exemption

3. Feasibility of GAAR (General Anti-Avoidance Rule) for removing the practice of Tax Avoidance
4. The Double Tax Avoidance Agreement between India and Mauritius
5. Tax privileges for import of energy-saving equipment into Ukraine
6. The Irony of Taxing the Environment to Protect it – A UK Perspective
7. Deductions Under Section 80d & 80e of The Income Tax Act
8. Undue Hardship Under Section 35F of the Central Excise Act ANF 129 E of the Customs A

## **CCA1: COST ACCOUNTING**

### **Introduction:**

Cost Accounting is essential to understand the basics of management decision making. The focus is on understanding the costing methodologies and applying them in decision making in manufacturing and service organizations.

### **Course Objective:**

At the end of this course, the student will

1. Be familiar with the goals, features and design of cost accounting systems
2. Understand classification of costs, flow of costs and control of costs
3. Be familiar with measuring and managing costs in organisations in different industries

### **Unit 1:**

Course overview: The need for Cost Accounting; Elements of cost control; Costs, benefits and context; General cost classifications; Direct vs. indirect costs; Cost drivers and cost management; Cost classification for cost behavior; Total costs and unit costs; Manufacturing costs; The building block concept of costing systems; Job costing and process costing; Job-order costing in manufacturing; Job-order costing- normal costing; Budgeted indirect costs.

### **Unit 2:**

Purpose of cost allocations; Cost-benefit issues and other contextual factors; Allocating costs from one department to another; Joint products and by-products; Support department costs and common costs; Denominator level capacity concepts; Fixed capacity analysis; Downward demand spiral.

**Unit 3:**

Under-costing and over-costing; Product cost cross-subsidization; Refining a cost system; Activity-Based-Costing (ABC); Cost hierarchies; Traditional vs. ABC approach to designing a cost system; Inventory Costing & Capacity Analysis

**Unit 4:**

Standard Costing; Target Costing; Cost Management; Variable & Absorption Costing; Process Costing

**Book:**

Cost Accounting: A Managerial Emphasis 15e Charles Horngren, Srikant Datar & Madhav Rajan  
Pearson 2015

## **CA2: MANAGERIAL ACCOUNTING (SK)**

**Introduction:**

Management Accounting is essential for making effective and economically sound business decisions. This course focuses on management control systems with specific emphasis on producing and applying such information for day to day decision making in manufacturing and service organizations.

**Course Objective:**

At the end of this course, the students will

1. Understand the significance of planning and budgeting and know how to create budgets and profit plans
2. Understand how to collect, aggregate, and parse internally produced management information that is critical for decision making

**Unit 1:**

Revenue and cost drivers: general case and specific case; Cost-Volume-Profit (CVP) assumptions; The breakeven point (BEP); The PV graph; Sensitivity analysis and uncertainty; Cost planning and CVP; Effects of sales mix on profit; Role of income taxes; Contribution margin and gross margin; Breakeven point and NPV

**Unit 2:**

Strategic and Operating Plans; Master Budget and its components; Budget Cycle; Behavioral Considerations; Profit Plans; Flexible budgets; Management Control; Variance Analysis, Direct and Overhead cost variances

**Unit 3:**

Information and the decision process; The meaning of relevance; Illustration of relevance; Insourcing vs. outsourcing and make-vs.-buy; Sunk costs, outsourcing and capacity constraints; Relocation decisions; Value engineering; Capsule comparison of stock costing methods; Performance measures and absorption costing; Effect on financial statements; Customer profitability analysis; Benchmarking.

**Unit 4:**

Balanced Scorecard & Strategic Profitability Analysis; Strategy maps; Analysis of growth, price recovery and productivity components; Weighing the costs and benefits of improving quality; Balanced scorecard and time-based measures; Management Control Systems; Transfer Pricing

**Book:**

Cost Accounting: A Managerial Emphasis 15e Charles Horngren, Srikant Datar & Madhav Rajan, Pearson 2015

## **CQT1: BUSINESS MATHEMATICS**

**Objective:** To equip students with the basic mathematical skills needed for future courses in the program

**Unit 1: Algebra (8 lectures)**

Arithmetic and geometric progression; simple infinite series summation; introduction to matrices: matrix addition, multiplication, inversion done via spreadsheets; simultaneous equations

**Unit 2: Commercial Mathematics (7 lectures)**

Simple and compound interest; calculation of interest and maturity value; discounting, present value and future value; annuity payment calculations

**Unit 3: Calculus (8 lectures)**



Functions; the exponential function and continuous compounding; differentiation of simple functions; maxima and minima: maximizing revenue and minimizing cost based on revenue and cost functions; simple integrals and area under a curve

#### **Unit 4: Probability (7 lectures)**

Counting: permutations and combinations; events and probabilities of events based on counting; disjoint and independent events; the binomial distribution

#### **Suggested Reading (recent and, if available, low-price editions):**

1. Barnett, R.A., Ziegler, M.R, and Byleen, K.E. *College Mathematics for Business, Economics, Life Science, and Social Sciences*, Pearson
2. Don, E, and Lerner, J *Basic Business Mathematics*, McGraw-Hill Education
3. Chiang, A.C. and Wainwright, K. *Fundamental Methods of Mathematical Economics*, McGraw-Hill Education

## **CQT2: BUSINESS STATISTICS**

**Objective:** To provide a basic level of competence in the use of statistical methods within the context of the program

#### **Unit 1: Descriptive Statistics (9 lectures)**

Introduction to R as a statistical package and programming language; entering and plotting data; measures of central tendency such as mean and median; measures of variability such as standard deviation and range; measures of correlation

#### **Unit 2: Distributions (6 lectures)**

Normal distribution with its expectation, variance, and quantiles; density and distribution functions (forms only); Chi-square distribution, t-distribution, F-distribution with their degrees of freedom

#### **Unit 3: Hypothesis Testing (9 lectures)**

Null and alternative hypotheses; type I and type II errors; p-value and its use; one-sample and



two-sample t-tests for comparing means; chi-square test for independence

#### **Unit 4: Regression (6 lectures)**

Simple linear regression: model and interpretation; testing for significance of regression coefficient; R-square and quality of fit; application to demand curves

#### **Suggested Reading (recent and, if available, low-price editions):**

1. Anderson, D.R., Sweeney, D.J., Williams T.A., *Essentials of Modern Business Statistics*, Cengage Learning
2. Levin, R.I., Rubin, D.S., Siddiqui, M.H., and Rastogi, S *Statistics for Management*, Pearson
3. Kazmier, L *Business Statistics*, McGraw-Hill Education

## **CBE1: BUSINESS ECONOMICS**

**Course Objective:** This is the first course in economics to introduce broader economics concepts relevant to business field. It seeks to analyze how and why businesses behave from an economics lens.

### **Unit 1: The firm and its environment**

Introduction to business economics; An overview of firm environment; Competing theories of the business: profitability and other motives; Porter's value chain, SWOT analysis-anticipating production; Producing for profit - The short term production process: developing cost theory; The impact of the long term: economies of scale; Calculating business revenues; Profitability; optimum production levels.

### **Unit 2: Market and Consumer**

Characteristics of market; Segmenting markets, targeting and positioning, The marketing mix; the product life cycle; pricing theories, Developing a marketing strategy; How markets function; Market demand, Market supply, Determining market prices; Market failure; Input markets

### **Unit 3: Competition and competitive strategy**

Business strategies: the structure–conduct–performance paradigm. Porter's five forces model; Oligopolies; competition and collusion strategies. Porter's generic strategies for gaining competitive advantage; Monopolistic competition; how firms compete; Other market





structures: monopolies; perfect competition; Regulating market power- Mergers and acquisitions. Diversification as a competitive strategy; The need for legislation – monopolies, oligopolies and market failure

#### **Unit 4: The macroeconomic environment of the firm**

Market-based economy; Government and the macroeconomy- objectives and policies; role of financial institutions; international financial institutions; Balance of Payments, Exchange rates and business, Multinational and FDI investments.

#### **Suggested reading:**

1. Harris, N., 2007. Business economics: theory and application. Routledge.
2. Worthington, I., Britton, C. and Rees, A., 2005. Economics for Business: Blending Theory and Practice. Pearson Education.
3. Jones, T., 2004. Business economics and managerial decision making. John Wiley & Sons.

## **CBE2: MANAGERIAL ECONOMICS**

**Course Objective:** The objective of this course is to acquaint students with basic tools and concepts of microeconomic analysis and their application to managerial decision-making. This course will enable students to analyze firm-level economic problems and understand their consequences, to compare alternative solutions to these problems, to understand the market, and to take informed and optimal decisions subject to various constraints and targets.

#### **Unit 1: Demand and Supply**

Market, Basic Assumption about participants in Market, Opportunity Cost, Production Possibility Frontier, Demand Curve, Supply Curve, Aggregate Demand and Aggregate Supply Curve, Adjustments to changes in Demand or Supply, Elasticity: Definition, Forms and Shapes, Implication to pricing decisions, Elasticity and Marginal Revenue, Market Equilibrium, Consumer and Producer Surplus, Effect of Government Intervention.

#### **Unit 2: Consumer Behaviour**

Consumer Preferences, Utility, Marginal Utility, Indifference Curves, Budget Constraint, Consumer's Choice, Changes in Income and Consumption Choices: Normal and Inferior Goods, Price Changes and Consumption Choices, Income effect and substitution effect; Price consumption curve, Income consumption curves, Engel curve; Network Effects: The Bandwagon



Effect, The Snob Effect, Derivation of demand curve from the P-C curve, Revealed Preference theory.

### **Unit 3: Production and Cost**

Production Function, Total, Average and Marginal Product Curves, Three stages of production, Production Isoquants, MRTS, Returns to Scale, Costs of Production: Concept of explicit costs, implicit costs, Costs in Short-run and Costs in Long-run, Economies and Diseconomies of scale, Economies of Scope, Iso-cost Lines, Cost Minimization, Cost and Output Relationship, optimal combination of resources, the expansion path.

### **Unit 4: Market Structure**

Perfect Competition, Demand Curve Facing the competitive Firm, Short-run Supply Curve, long run Supply Curve, Profit Maximization in Perfectly Competitive Markets, Monopoly, Monopolistic Competition and Oligopoly, Game Theory: Dominant Strategy, Best Response Function, Nash Equilibrium, Mixed Strategy Equilibrium.

### **Suggested Readings:**

1. Pindyck, Robert S., and Daniel L. Rubinfeld. "Microeconomics", Pearson Education.
2. Salvatore, Dominick, Principles of Microeconomics, Oxford International Student Edition.

## **CGM1: MARKETING MANAGEMENT**

**Course Objective:** Marketing Management is usually the primary exposure the business student has to the Marketing discipline. This course serves as your introduction to the Principles of Marketing. It takes an operational – or managerial – perspective, with emphasis on the variety of decisions that a Marketing Manager must deal with in his/her job. The course is successful if it provides you with a structured way of thinking about marketing problems and provides you with specific alternative frameworks to approach marketing decisions and marketing planning. It is a pre-requisite for all other courses in Marketing.



**PRE-REQUISITES:** None

**Unit 1: Introduction, Marketing Planning & Value Propositions, Customer Development Process, Consumer Buyer Behaviour, Buying Process**

Value spheres, Segmenting Targeting Positioning, Marketing Mix, Value Delivery, The Customer Development Process, Customer Pyramids, The Market Research Process, Demand Measurement, Buyer Behavior, VALS, Maslow, Buyer Roles, 5 stage model of buying process, Brand Beliefs, Purchase decision

**Unit 2: Business Buyer Behaviour, Segmentation & Targeting; Positioning & Branding, Marketing Mix – Product Basics**

B2B and B2C, Industrial Buying Behavior, Vendor Analysis, PIMS, Segmentation Process, Segmentation Variables for Consumer Markets, Segmentation Variables for Business Markets, Target Market Selection, Perceptual Maps, Brand Positioning, Product Life Cycle Patterns, Types of products, Competitive cycle, PLC summary, Conjoint, TLC Adoption of Innovations, Five Product Levels

**Unit 3: Marketing Mix – Product, Marketing Mix – Pricing**

Width & Length of Product Line, Branding Decisions, Next 3 Ps, Types of Products continuum, Service Quality, Setting Pricing Policy, Demand Elasticity, Cost Curves, Experience Curve, 3 Cs for price setting, Target Price for BE, Price Discounts

**Unit 4: Marketing Mix – Channels, Marketing Mix – Communications, The Marketing Plan**

Communications Process, Effective Communications, Response Hierarchy Models, Objective – Task Budgeting, Promotional Mix, Cost effectiveness Stages, Advertising, 5 Ms of Advertising, T-A-E Functions, Ad Timing Patterns, Sales Impact of Advertising, The Marketing Plan & Control Process, Marketing Audit.

**Suggested Readings:**

- *Marketing Management: A South Asian Perspective*. Kotler, Keller, Koshy, Jha.



## **CGM2: SALES PROMOTIONS MANAGEMENT**

**Course Objective:** The course is designed to introduce students to the field of Sales Promotions Management, planning and strategy. The topics proceed in stages, starting with a perspective on Marketing Communications as an integrated business process for behavioural targeting (as opposed to advertising directed at attitude formation); to behavioural objective setting in the sales promotions mix that meet specific ROI expectation; to the sales promotions mix tool kit.

**PRE-REQUISITES: Core:** Marketing Management

### **Unit 1: Sales Promotions and Integrated Marketing Communications (IMC) Framework.**

Describe the practice and key features of IMC. Introduce a framework for IMC. Examine how marketing communications affects behavior and achieves financial accountability. Understand the role of behavior-graphics, in addition to other targeting methods. Understand the difference between Macro and Micro segmentation for targeting. Understand the relationship between Brand Positioning and Meaning.

### **Unit 2: Trade Responses to Sales Promotions**

Appreciate the value of database marketing. Appreciate factors critical to successful Trade Promotions. Appreciate practice of category management. Understand how pay for performance solves problems of forward buying and diverting.

### **Unit 3: Consumer Responses to Sales Promotions**

Understand a good objective setting approach, and recognize poorly defined objectives; Describe the Hierarchy of effects model and its relevance. Understand the importance of Experiments for Promotions. Master a practical approach to the fundamental decisions. Appreciate audience. Review evidence of Point of Purchase role in influencing consumer in-store decision making. Be aware of sampling, and the types of coupons and developments in couponing practice. Master a costing approach to sampling and couponing. Understand coupon redemption and associated problems.



#### **Unit 4: The Sales Promotions Mix**

Understand the role and types of premiums and developments in premium practice. Distinguish between price-offs and bonus packages; refunds and other types of premium strategies such as cross ruffing. Know the difference between sweepstakes, contests, games and how to blend them. Understand the role of continuity programs. Understand the various tools and forms, and approaches to Behavioral Targeting on the Internet. Appreciate the metrics used for online promotions.

#### **Suggested Readings:**

- *Promotional Strategy*. James F Engel, Martin R Warshaw, Thomas C Kinnear. Latest Edition.
- *Integrated Marketing Communication in Advertising and Promotion*. Terence A. Shimp Latest International Edition.
- *Campaign Planner for Integrated Brand Communications*, Shay Sayre. Latest edition.

## **CBS1: BUSINESS AND SOCIETY**

### **Unit 1:**

Business and Society Relationships, Fundamentals of Corporate Social Responsibility, Business and its Stakeholders, Business Ethics, Corporate Governance, CSR, The Changing Workplace, Civil Rights, Women and Diversity, Regulating Business

### **Unit 2:**

The corporation and its stakeholders, Public affairs management, Corporate social responsibility, Corporate citizenship, Ethics, Ethical reasoning and corporate programs, Challenges of Globalization, Business government relations, Influencing the political environment, Antitrust mergers, and competition policy, Technology: a global economic – social force, Stakeholder rights and corporate governance, Employees and the corporation, Business and media

### **Unit 3:**

Global social responsibility & Corporate social performance, Corporatization of politics & politicization of corporations, Business ethics & organizational values, Geo-politics of business,



Business schools & Society, Societal changes & Social movements, International dimensions of business and society relationships, Business strategies & ecological prosperity, Environmental impact of corporations.

#### **Unit 4:**

Creation of Shared Value for Business and Society, Management of Radical Business Transformations, Role of Regulation in Business Development –Towards Smarter Regulation, Business and Government Collaboration in Different Geographies.

#### **References:**

1. A three dimensional conceptual model of corporate social performance –The Academy of Management Review, 4(4) (1979), pp. 497-505, A. Carroll.
2. Management: tasks, responsibilities, practices - Harper & Row Publishers, New York (1973), P.F.Ducker.
3. Strategic Management: a stakeholder approach – Pitman Publishing, Boston (1984), E. Freeman, 1984.
4. The social responsibility of business is to increase its profits – The New York Times Magazine, M. Friedman.
5. Trusteeship as a moral foundation for business – Business and Society Review, 110 (3) (2005), pp. 331-344, C. Gopinath, 2005.
6. Management's responsibility to society: the growth of an idea – Business History Review, 31(04) (1957), pp. 375-384, M. Heald, 1957.
7. Business and society – McGraw-Hill, New York (1963), J.W.McGuire, 1963.
8. Valuing corporate social responsibility: McKinsey Global Survey Results – McKinsey Global Survey Results, McKinsey & Company (2009).



## **CBT: BUSINESS AND TECHNOLOGY**

**Course Objective:** Technology, especially information technology is increasingly becoming an integral part of any business. Not only is technology an enabler of businesses but is also often a generator or driver of new business opportunities. This course introduces the student to the role of technology in business, the development of technology applications and some of the key technology platforms that are driving the business today. It also introduces them to the financial aspect of technology in business, especially as a cost factor that needs to be seen as an essential investment in business.

### **Unit 1: Role of Technology in business**

Introduction to Technology Applications/Information Systems, brief history of IT, technical and organizational foundations of information systems. System architecture of modern Information Systems – web system architecture; Leveraging IS for competitiveness.

### **Unit 2: Developing IS Applications**

Components of system development- application development platforms (.NET, J2EE, mobile platforms). Databases and Directories. Analysis phase of systems development. System Development life cycle; feasibility studies, analysis of user requirements, development of system models; software project management, integrating web and business environments; Software testing; application implementation.

### **Unit 3: Enterprise Systems**

- ERP
- Transaction Systems
- CRM
- Identity Management

### **Unit 4: e-Business and e-Commerce Systems**

- e-Commerce systems; Leveraging online systems

#### **Information Security**

- Concept of information security; potential threats and mitigating solutions; Multi-layer approach to information security.



### **Emerging technologies**

- Cloud technologies; Opensoure/Freeware technologies;

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### **Suggested Readings:**

1. Henry C. Lucas, Jr, Information Technology for Management (7th Edition), Pearson.
2. O'Brein, Marakas and Behl, Management Information Systems 10e, 2013, McGraw Hill
3. Peter Weill, Jean Gross; IT Savvy: What top executives must know to go from pain to gain, Harvard Business Press, 2009
4. Additional readings and cases as assigned in the class

Note: Later editions of textbooks than those above may be used.

## **CFM: FINANCIAL MANAGEMENT**

**Objective:** To familiarize the students with the principles and practices of financial management.

### **Unit 1: Introduction**

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

### **Unit 2: Investment Decision**

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk-Adjusted Discount Rate.

### **Unit 3: Financing Decision**

Cost of Capital and Financing Decision: Sources of long -term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

### **Unit 4: Dividend Decisions**





Theories for Relevance and irrelevance of dividend decision for corporate valuation;  
Cash and stock dividends; Dividend policies in practice

### **Working Capital Decisions**

Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

### **Suggested Readings:**

1. James C. Van Horne and Sanjay Dhamija, *Financial Management and Policy*, Pearson Education
2. Levy H. and M. Sarnat . *Principles of Financial Management*. Pearson Education
3. Joy, O.M. *Introduction to Financial Management*. Mc Graw Hill Education.
4. Brigham and Houston, *Fundamentals of Financial Management*, Cengage Learning
5. Khan and Jain. *Basic Financial Management*, McGraw Hill Education
6. Chandra, P. *Fundamentals of Financial Management*. McGraw Hill Education
7. Singh, J.K. *Financial Management- text and Problems*. 2<sup>nd</sup> Ed. Dhanpat Rai and Company, Delhi.
8. Rustagi, R.P. *Fundamentals of Financial Management*. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. *Fundamentals of Financial Management*. Mayur Paperback, New Delhi.
11. Pandey, I.M. *Financial Management*. Vikas Publications.
12. Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI Learning

## **CIS1: MANAGEMENT INFORMATION SYSTEMS**

**Course Objective:** This course intends to provide a comprehensive understanding of concepts, architecture, and applications related to different Information Technology components in Business. Students are introduced to the basic components of information systems along with some key applications.

### **Unit 1: Basics of Information Systems (13 lectures)**

Foundation of Information Systems – Computing and computing infrastructure; Origin and evolution of computing; Building blocks of computing including hardware, software, networking and storage.



## **Unit 2: Putting Computing to work (13 lectures)**

Basics of Operating Systems, evolution and types; user interfaces. Concept of Programming; programming language, code, data structures, iterative logic, procedural and non-procedural programming; introduction to a few key programming languages (Fortran, C/C++, Java), scripting languages

## **Unit 3: Data and Databases**

Concept of data in the concept of information systems; introduction to databases; database design tools – E-R diagrams and Normalization.

## **Unit 4: Developing an Information System (13 lectures)**

Components of an IS – data, business logic and presentation; development and testing; application development platforms; brief introduction to implantation.

### **Suggested Readings:**

1. Henry C. Lucas, Jr, Information Technology for Management (7th Edition), Pearson.
2. C J Date, An introduction to Database Systes, 8th Edition
3. James A O'Brein, George M, Management Information Systems 10e
4. Additional readings and cases as assigned in the class

Note: Later editions of textbooks than those above may be used.

## **CIS2: DECISION SUPPORT SYSTEMS**

**Course Objective:** To introduce decision support systems and develop appreciation for role of decision support systems (DSS) in facilitating managerial decision making.

### **Unit 1: Decision making and DSS**

Decision making- Introduction, Definition and examples; Models of decision making; Phases of decision making process- intelligence phase, design phase, choice phase; Managerial decision



making; Technology and decision making; Introduction to decision support system; computerized support for decision making- framework and applications; DSS- concept, work system view, tools and techniques; Configuration, characteristics and capabilities of DSS; DSS classification; Components of DSS.

### **Unit 2: Mathematical models for DSS**

Management support system modeling; Mathematical model structure for decision support; DSS modeling examples using spreadsheets; Application of operations research tools for DSS; Sensitivity and what-if analysis; Multiple goals, Goal seeking; Decision tables and Decision trees; Simulation.

### **Unit 3: Business Intelligence**

Business intelligence (BI)- Introduction, significance and framework; Data mining for business intelligence; Data mining- Introduction, Process, Methods and software tools; Artificial Neural Network (ANN)- Introduction, significance in DSS and examples; Learning in ANN; ANN as a black box; Brief introduction to classification and clustering.

### **Unit 4: Management support systems- Trends and applications**

Management support system (MSS)- an overview, MSS impact on organization and individuals; Automating the decision making process- Manager's job, Legal, ethical and privacy issues; Advances in DSS and BI through RFID, Virtual worlds, Social networking. Artificial Intelligence and expert systems.

### **Suggested Readings:**

1. Turban, E., Sharda, R., & Delen, D. *Decision support and business intelligence systems*. 9<sup>th</sup> ed. Pearson Education India.
2. Power, D. J., & Heavin, C. *Decision support, analytics, and business intelligence*. 2<sup>nd</sup> ed. Business Expert Press.

Note: Latest edition of textbooks may be used.



## **COURSE OUTLINES – SUPPORT**

### **SCA1: INTRODUCTION TO SPREADSHEETS**

**Course Objective:** To enable students to use spreadsheet as a tool in management discipline. Various spreadsheet functionalities are introduced (using hands-on approach). No prior knowledge of using spreadsheets is assumed.

#### **Unit 1: Spreadsheet basics**

Spreadsheets- Introduction, Significance and examples; Software programs for spreadsheet and various file extensions- .xls, .csv, .ods; Cell, Grid, Worksheet; File options; Home- Clipboard (paste special), Font, Alignment, Number, Styles, Cells and editing; Formula bar; Functions- Mathematical, Statistical, Logical, Financial, Information, Web etc.; Calculating NPV, IRR, PV etc.; Approaches to use functions effectively and efficiently; Formula auditing; Data representation- Charts-column, bar, pie, PivotChart, Sparklines.

#### **Unit 2: Data analysis**

Importing data; Consolidating data (subtotal etc.); Pivot table; Data gathering- VLOOKUP, HLOOKUP; Query; Sort & Filter; Data validation; calculate profitability; Detecting anomalies; What-if analysis- Scenario Manager, Goal Seek, Data Table; Group/Ungroup data.

#### **Unit 3: Statistical analysis using spreadsheets**

Generating random number- Uniform, Normal, Poison, and Exponential distributions; Power exponential and log functions; Probability and decision trees; Histogram; Correlation between variable; Regression analysis using spreadsheet.

#### **Unit 4: Optimization and Simulation using spreadsheets**

Solver- Introduction, significance and applications; Simplex LP solution using Solver- Formulation, setting up and solution; Brief introduction to GRG Non-linear and Evolutionary features of Solver; Monte Carlo simulation- background and importance; Monte Carlo simulation using spreadsheet- Dice experiment.

#### **Suggested Readings:**

1. Walkenbach, J. *Microsoft Excel 2016 Bible: The comprehensive tutorial resource*. John Wiley & Sons.



2. Winston, W. L. *Microsoft Excel data analysis and business modeling* (Vol. 624). Redmond, WA: Microsoft press.

Note: Latest edition of textbooks may be used.

## **SCA2: BUSINESS SOFTWARE**

**Objective:** To introduce the students to the fundamentals of computing and its power in transforming businesses. To develop skill sets in basic office automation software.

### **Unit 1:**

Introduction to the world of software and its impact on doing businesses. Software as a productivity tool. Case studies of impact of office automation software on businesses

### **Unit 2:**

Microsoft Office Suite: Word processing with MS Word; PowerPoint; Database application. Detailed learning of the MS Word and its features including formatting, spell check, password protection, review techniques and many more.

### **Unit 3:**

Communication and Collaboration: Google docs and its features. Emails and software for mails and features and how to use them.

WWW and Web browsers. Understanding how search engine work. Searching and search techniques. Advanced search feature of Google. The Web as a business resource.

### **Unit 4:**

Business Communication and collaterals with software. Creating templates in MS word for different types of business documents. Style Sheets and how to use them. Document Management Systems



## **SMB1: MONEY AND BANKING**

### **Unit 1:**

Money supply and the role of the banking sector, Interest rates and rates of return, The stock market and financial market efficiency, Monetary policy and monetary rules, New Keynesian macroeconomic models, Financial crises and regulation.

### **Unit 2:**

The transmission mechanism of monetary policy, The market for reserves and the instruments of monetary policy, Foundations of the demand for money, Determination of the price level and inflation, Rules for interest – rate policy.

### **Unit 3:**

Fiscal and monetary policy linkages: government debt and inflation risks, Nominal rigidities, the real effects of monetary policy, The Philips curve, Goals of monetary policy and optimal monetary policy, Rules versus discretion in monetary policy, Monetary policy at the interest-rate bound: forward guidance and quantitative easing.

### **Unit 4:**

Financial market completeness and the value of the firm, Market liquidity and funding liquidity, Market liquidity and asymmetric information, Capital misallocation and TFP, Banking and financial intermediation, Asset bubbles, Demand and supply for safe assets.

### **References:**

1. Money Banking International Trade & Public Finance 2017 - by Dr. M.L. Seth.
2. Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications (New York Institute of Finance) 1 January 1999 - by John J. Murphy.
3. A Text on National Income Accounting ,Money & Banking 1 January 2012 - by M. L. Jhigan and P. K .Gupta.
4. Treatise on Money 22 May 2014 - by Joseph Alois Schumpeter and Fritz Karl Mann.
5. The Practical Work of a Bank: A Treatise on Practical Banking Which Aims to Show the Fundamental Principles of Money; The Practical Work of a Bank in ... to Banking Operations (Classic Reprint) 4 January 2018 | Import -by William H Kniffin Jr.
6. Modern Money Theory: A Primer on Macroeconomics for Sovereign Monetary Systems 7 August 2012 -by Professor L. Randall Wray.

7. Relationship Investing: Stock Market Therapy for Your Money 24 January 2017 | Import - by Jeffrey Weiss.
8. Money, Banking and International Trade (Commerce) 2015 - by Dr. V.C. Sinha & Dr. Pushpa Sinha.

## **SMB2: MACROECONOMICS**

**Course Objective:** Macroeconomics is a study of the economy at the aggregate level. A firm grounding in the core concepts and principles of Macroeconomics is required for interpreting economic events that influence the business environment and for incorporating the consequences of major macroeconomic developments into managerial decision making. This course provides a broad overview of the basic principles of macroeconomics. It provides the theoretical and conceptual framework for understanding macroeconomic behavior and supplements this framework with empirical and policy related evidence from India and elsewhere.

### **Unit 1: National Income and Output**

Macroeconomics Issues: Business cycles, Unemployment & Inflation; Phillips Curve; Measuring domestic output, National Income; personal Income; Disposable Income; Saving, Investment and National Accounts; Twin Deficit; Basics of Money, Interest rates and Exchange rates; Price Indicators: CPI, WPI, GDP Deflator.

### **Unit 2: Aggregate demand and Supply**

Aggregate Expenditures; The Simple Keynesian Model: Multiplier; The Complete Keynesian Model- IS-LM Framework; Fiscal and Monetary Policy in a closed economy, Aggregate Demand and Aggregate Supply curves, Long-run Aggregate Supply, Expectations and supply shocks and AS curve; Aggregate Demand and Aggregate Supply equilibrium.

### **Unit 3: Fiscal and Monetary Policy**

Components of fiscal policy, Budget deficit, public debt, Sustainability of debt, Debt Financing, Impact on macroeconomic variables; Money Supply; Demand for Money; Monetary Policy Transmission Mechanism; The Money Supply Process; The money creation process; Control of Money Supply; Issues in Monetary Policy; Role of Money in Macroeconomics.

#### **Unit 4: Open Economy Macroeconomics**

Open Economy IS-LM Framework; The Balance of Payments and Exchange Rates; Monetary and Fiscal Policies Effectiveness under different Exchange rate Regimes, Macroeconomic adjustments to External Sector: Imbalances under different Exchange Rate Regimes, The Impossible Trinity.

#### **Suggested Readings:**

1. Mankiw, N. Gregory, 'Macroeconomics', Worth Publishers.
2. Dornbusch & Fischer, 'Macroeconomics', Tata McGraw Hills Publishers.
3. Mankiw, N. Gregory, 'Principles of Macroeconomics', Cengage Publishers.

### **SBL: BUSINESS LAW**

**Objective:** The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

#### **Unit 1: The Indian Contract Act, 1872**

- Contract – meaning, characteristics and kinds
- Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- Void agreements
- Discharge of contract – modes of discharge including breach and its remedies.
- Contingent contracts
- Quasi – contracts
- Contract of Indemnity and Guarantee
- Contract of Bailment
- Contract of Agency

#### **Unit 2: The Sale of Goods Act, 1930**

- Contract of sale, meaning and difference between sale and agreement to sell.
- Conditions and warranties
- Transfer of ownership in goods including sale by non-owners
- Performance of contract of sale
- Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.



### **Unit 3: The Limited Liability Partnership Act, 2008**

- Salient Features of LLP
- Difference between LLP and Partnership, LLP and Company
- LLP Agreement
- Nature of LLP
- Partners and Designated Partners
- Incorporation Document
- Incorporation by Registration, Registered office of LLP and change therein
- Change of name
- Partners and their Relations
- Extent and limitation of liability of LLP and partners
- Whistle blowing
- Taxation of LLP
- Conversion of LLP
- Winding up and dissolution

### **Unit 4: The Information Technology Act 2000**

1. Definitions under the Act
2. Digital signature
3. Electronic governance
4. Attribution, acknowledgement and dispatch of electronic records
5. Regulation of certifying authorities
6. Digital signatures certificates
7. Duties of subscribers
8. Penalties and adjudication
9. Appellate Tribunal
10. Offences

### **Suggested Readings:**

1. Lee Reach, *Business Laws*, Oxford University Press, UK.
2. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
3. Tulsian, P.C, *Business Law*, Tata McGraw Hill, New Delhi.
4. Sharma, J.P., and Kanojia, Sunaina. *Business Laws*, Ane Books Pvt. Ltd., New Delhi.
5. Chadha, P.R, *Business Law*, Galgotia Publishing Company, New Delhi
6. Maheshwari & Maheshwari, *Business Law*, National Publishing House, New Delhi.
7. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

**Note: Latest edition of text books may be used.**



## **SIB: INTERNATIONAL BUSINESS**

**Course Objective:** In an increasingly globalizing world, and with the emergence of regional trading blocks, the role of International Business is rapidly gaining importance in Management education. This course provides an integrative introduction to this fascinating and important domain of business management.

**PRE-REQUISITES: Core:** Marketing Management, Macro-economics, Human Resource, Operations, Accounting & Finance, Business Strategy

**Complementary Courses:** Business and Society

### **Unit 1: The environment of International Business - Cultural, Legal & Economic issues**

The concept of culture & international differences. Political systems and their impact on business decisions. Legal strategies across borders. Key macro-economic issues and classifying countries.

### **Unit 2: International Trade, and Economic Integration, Foreign Direct Investment, & Foreign Exchange**

Comparative Advantage in Independence, interdependence and dependence between countries. Factor-Proportions theory and internationalization. World trade regulation and organizations. Agreements and international and regional trading blocks. Factor mobility, investments, resource access and diversification. Buy versus Build and FDI patterns. Working of the FE marketplace & determination of exchange rates.

### **Unit 3: Multinational Enterprise, International Negotiations, Country evaluation & entry**

The MNE and its impacts. Multilateral agreements and diplomacy. Risk and opportunity analysis for country selection. Organizational- Locational – Internalization strategies for collaboration and control.

### **Unit 4: Business Functions in International Markets – Marketing, Export & Import, Operations Management & Sourcing, Accounting & Finance, Human Resource**

Market size, growth and product life cycles. Branding and the marketing mix. Export and import intermediaries and financing. Global manufacturing and sourcing, inventory systems. Transaction in foreign currencies, performance evaluation and control. Financial treasury



functions in the internalization context. Management recruitments, development and labor issues in international contexts. Multinational ownership.

**Suggested Readings:**

- *International Business: Environments and Operations*. John D Daniels, Lee H. Radebaugh. Latest International Edition.
- *International Business*. Charles WL Hill. Latest International Edition.

## **SIF: INDIAN FINANCIAL SYSTEM**

**Objective:** To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

### **Unit 1: An Introduction to Financial System and its Components**

Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system.

### **Unit 2: Financial Markets**

Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview.

Capital Markets-functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India.

### **Unit 3: Financial Institutions**

Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds-Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

### **Overview of Financial Services Industry**



Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India.

#### **Unit 4: Leasing and hire-purchase**

Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services.

#### **Suggested Readings:**

1. Bhole, L.M., *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company
2. Khan, M.Y., *Indian Financial System-Theory and Practice*. New Delhi: Vikas Publishing House
3. Sharma, G.L., and Y.P. Singh eds. *Contemporary Issues in Finance and Taxation*. Academic Foundation, Delhi
4. Khan and Jain, *Financial Services*, Tata McGraw Hill
5. Singh, J.K., *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
6. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of the text book may be used

## **SCM1: CAPITAL MARKET OPERATIONS**

### **Unit 1:**

Introduction to Capital Market & Capital Market Instruments, Financial System & Capital Market Instruments, Capital & Financial Market Regulation, Capital Market Analysis, Primary market/ New Issue Market/ IPO Market, Secondary Market/ Stock market/ Stock Exchange, Depositories, Private placement of Shares/ Buy back of Share, Forward Contract and Future Contracts, Issue Mechanism, Clearing Mechanism and Settlement Mechanism, Stock Market Indices.



### **Unit 2:**

Indian Capital Market, Authorities Governing Capital Markets in India, Profile Governing Capital Markets in India, Profile of Securities Market, Securities Market Reforms and Regulatory Measures to Promote Investor Confidence, Features of Developed Capital Market: IOSCO, Overview of Depository System in India.

### **Unit 3:**

Capital & Financial Market Regulations, SEBI –Regulation of Market and Control, Collective Investment Schemes, Depositories and Dematerialization of Securities, Regulation of Banking and Finance Companies – Role of RBI and Banking Ombudsmen, Regulation of Insurance Sectors by Insurance Regulation and Development Authority (IRDA), Cyber law and Regulation of E Commerce and Electronic Financial Transaction, Contemporary Issues and Development.

### **Unit 4:**

Risk and Return, Stock Market Efficiency, Investment Analysis, Capital Asset Pricing Model vs Market Models, Products of Stock Exchanges, Derivatives Markets, Debt Markets, Commodity Markets, portfolio Management, Mutual Funds, Capital Market instruments-Equity, Debentures, Preference Shares, Rating and Grading of Instruments – Concept, Scope and Significance, Regulatory Framework, Indian Depository Receipts – Procedure for Making Issue of IDRs, Conditions for Issue of IDRs, Listing of IDRs.

### **References:**

1. Capital Markets Trading Operations – Operational Risks & Controls: A comprehensive guide to Front, Middle and Back Offices 2 June 2017 - by Donald Ranjith Manage.
2. Investment Banking For Dummies (For Dummies Series) 18 March 2014 - by Matt Krantz and Robert R. Johnson.
3. The Masters of Private Equity and Venture Capital 16 January 2010 - by Robert Finkel and David Greising.
4. Treatise on Money 22 May 2014 - by Joseph Alois Schumpeter and Fritz Karl Mann.
5. International Financial Operations: Arbitrage, Hedging, Speculation, Financing and Investment (Finance and Capital Markets Series) 13 March 2003 | Import - by Imad A. Moosa.
6. Integrated Bank Analysis and Valuation: A Practical Guide to the ROIC Methodology (Global Financial Markets) 15 November 2013 - by Sandy Chen.
7. Operational Risk Management (Finance and Capital Markets Series) 3 July 2007 | Import - by Imad A. Moosa.

8. Capacity Reservation for Capital-intensive Technologies: An Options Approach (Lecture Notes in Economics and Mathematical Systems) 21 January 2003 | Import - by Stefan Spinler.
9. Enhancing Business Stability Through Collaboration: Proceedings of the International Conference on Business and Management Research (ICBMR 2016), October 25-27, 2016, Lombok, Indonesia 17 October 2017 | Import - by Ari Kuncoro and Viverita.
10. Financial Modelling: Recent Research (Contributions to Management Science) 18 May 1994 | Import - by Lorenzo Peccati and Matti Viren.

## **SCE1: ENTREPRENEURSHIP**

### **Course objectives:**

The overall objective is to enable you to learn about your own motivations to pursue a career as an entrepreneur. You will also learn what makes a good idea, how to validate and pursue a new venture. We will also discuss what entrepreneurship means in family businesses and in corporates.

### **The course will provide:**

- Understanding of opportunity recognition
- Validation of a new venture idea
- An appreciation of action orientation at the early stages of a new venture

### **Develop**

- Your team skills
- Ability to pitch to investors

### **Learn**

- About the practicalities of new venture creation

### **Be inspired**

- By guest entrepreneurs
- And working on new ideas with your team members
- A case study of a new venture proposal

### **Recommended textbook**

Rajeev Roy: Entrepreneurship (includes CD) Oxford Higher Education, 2011.

### **Course outline:**

The course is “full-on” spread over 10 days and with a weekend in between. It is anticipated that all students will be proficient in basic management subjects and this course will provide an opportunity for the **application** of what has already been learnt.

### **Pedagogy:**

The course will run with a mix of didactic learning and action learning. You will be formed into teams to create new venture ideas and work through them in terms of validating the opportunities and making investor presentations. This will enable you to learn deeply about yourself and how to create new ventures. You will also sharpen your team skills, presentations and learn some of the core entrepreneurial skills – which are also useful for careers in industry.

### **Unit 1: Introductions - Opportunity recognition**

- [www.shaivyakarnam.blogspot.com](http://www.shaivyakarnam.blogspot.com)
- <https://www.youtube.com/watch?v=AgqYZYv9c>

#### **Creativity - new ideas - Validating Opportunities**

- <http://www.sjsu.edu/people/john.estill/courses/158-s15/The%20Promise%20of%20Entrepreneurship%20as%20a%20Field%20of%20Study.pdf>

#### **Applying validation techniques – Effectuation**

- MARKETS approach article (pdf)
- <https://www.youtube.com/watch?v=Ttb6ptu3KA>

### **Unit 2: Entrepreneurial Orientation - Business Models**

- <http://www.pogc.ir/Portals/0/maghalat/890724-6.pdf>

#### **Growing your business - Resource based view of the firm**

- Article on resource based view of the firm and <http://www.slideshare.net/pavan7soni/the-theory-of-the-growth-of-the-firm-penrose-1959> and <https://www.youtube.com/watch?v=pLdWfclNZ1A>

#### **Raising money and breaking even - Pitching your business**

- <http://www.equityfingerprint.com/>
- <https://www.youtube.com/watch?v=pLdWfclNZ1A>
- <https://www.youtube.com/watch?v=Tq0tan49rmc>

#### **FlyPoP discussion - Team presentations**

- Case study - pdf sent by email

### **Unit 3: Writing business plans - Protecting your ideas**

- <http://ipstrategy.com/2012/10/03/what-is-ip-strategy/>

#### Marketing plans - Organisation plans

- <http://www.ifm.eng.cam.ac.uk/roadmapping/>

#### Unit 4: Entrepreneurship in other contexts - Revision and wrap up

- <http://entrepreneurscommunicate.pbworks.com/f/Shane%2520%252B%2520Venkat%2520-%2520Ent%2520as%2520field.pdf>

## SFM1: FINANCIAL SERVICES

### Unit 1:

- **Merchant Banking and Financial Services:** Introduction, concept of merchant banking, financial system in India, development of merchant banks and regulations
- **Issue Management** - pre-issue and post-issue management activities performed by merchant banks
- **Underwriting and Brokerage** - This unit introduces you to the different roles played by underwriters and brokers in issue management and their responsibilities
- **Raising Capital from International Markets** - needs of Indian companies for raising funds from foreign markets usage of euro issue, evaluation of various types of depository receipts - American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs

### Unit 2:

- **Financial Services** - financial services in India, types, and importance, online trading, dematerialization and re-materialization
- **Depository System in India** - depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system
- **Mutual Funds and AMCs** - mutual funds, various types of mutual funds schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India
- **Lease** - leasing, benefits and limitations, types of leasing



### Unit 3:

- **Hire Purchase** - important financial innovations— lease financing and hire-purchase financing
- **Mergers and Acquisitions** – Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers and the legal aspects governing mergers, acquisitions and takeovers in India
- **Portfolio Management** - Introduction of portfolio management, theories of portfolio management, techniques of portfolio evaluation and measures of portfolio revision
- **Credit Rating** - Introduction of credit rating, processes, scope of credit rating agencies in India

### Unit 4:

- **Securitization of Debts** -Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, 2002
- **Venture Capital Funds** -Introduction of venture capital fund, features, emergence of venture capitalism in India
- **Factoring** - process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India and explains the process of forfeiting

## SFM2: CORPORATE FINANCE

### Course Description:

Corporate Finance is usually the primary exposure to the Finance discipline that the first-year management student has. The course serves as an introduction to the principles of Finance.

It is structured as a core course with an emphasis on the application and operational aspects of the finance function. It will give you the big picture so that you understand how the different pieces fit together.



**The key areas covered will be:**

1. The Investment principle including time value of money and techniques to value various cash flows.
2. Capital Budgeting rules such as NPV, IRR, Payback etc. Identifying and estimating cash flows including the notion of incremental cash flows.
3. Issues of risk and return and efficient pricing in financial markets.
4. The Financing Principle including the financial system, its structure and functions and estimating the cost of capital.
5. The valuation of debt and equity capital and its characteristics.
6. The Dividend principle including dividend yield, payout ratios and dividend policy issues.

The course is successful if it provides you with a structured way of thinking of issues in finance.

**Prerequisites:**

Courses in accounting, economics and statistics. This course is a prerequisite for all other courses in Finance.

**Texts:**

1. Applied Corporate Finance 3e Aswath Damodaran
2. Finance for Executives: Managing for Value Creation 4e Gabriel Hawawini and Claude Viallet
3. Corporate Finance 10e Ross, Westerfield, Jaffe and Kakani

**Unit 1:**

- Corporate Finance - The Big Picture - Video on Corp Finance by Damodaran
- Corporate Finance Objective – Managers, Stockholders, Lenders, Financial Market, Society – PPT
- Time Value of Money - Simple Interest, Compound Interest, Future value, Present Value, Annuity, Perpetuity, Amortisation – PPT

**Unit 2:**

- Capital Budgeting - Capital Investment Process, NPV Rule - H&V Chap 6
- Capital Budgeting continued – IRR, Profitability Index, Ave Accounting Return, Payback period - H&V Chap 7
- Problems Set
- Cash flows for Capital Budgeting Problems Set - Incremental Cash Flows, Sunk Costs, Opportunity costs - H&V Chap 8



- Working Capital Management - Operating Cycle, Cash cycle, Cash Management, Credit and Inventory Management - Ross Westerfield et al 10 E Chap 26-28
- Risk & Return – CAPM, Risk Free Rate, Market Premium, Firm B, Jensen’s Alpha - AD Videos/Proj

### **Unit 3:**

- Financial System & Structure - Direct & Intermediated Financing, Primary versus secondary, Equity versus Debt, Domestic versus international markets - H & V Chapter 9 - AD ppt
- Valuation of Debt & Equity - Credit risk, Market risk, Term structure of interest rates, Dividend Discount model, Systematic and unsystematic risk, WACC - H & Chapter 10 - AD ppt
- Designing a capital structure – Taxes, Distress costs - H & V Chapter 11 - AD ppt

### **Unit 4:**

- Dividend principle - Dividend policy, Yield, Payout ratio - AD ppt
- Problem sets
- Revision - Project work - Quiz

## **SOR1: OPERATIONS RESEARCH**

**Course Objective:** To introduce and develop ability to understand and use operations research as a tool for various managerial problems. The tools introduced in this course include linear programming, network optimization, dynamic programming, integer programming and non-linear programming.

### **Unit 1: Linear programming**

Introduction to operations research; Linear programming- Example, formulation and assumptions; The Simplex method- background, formulation and example; Tabular form, tie breaking; interior-point approach; Duality and its economic interpretation; primal-dual relationship; Duality and sensitivity analysis; The transportation problem- Significance, Formulation and Examples; Streamlined Simplex method for the transportation problem; The assignment problem- Importance, Formulation and Applications.

### **Unit 2: Network optimization**

Network- Definition, terminology and examples; Shortest path problem; The minimum spanning tree problem; The maximum flow problem; The minimum cost flow problem; The



network simplex method; Applications of network optimization- project scheduling, CPM, PERT.

### **Unit 3: Dynamic Programming and Integer Programming**

Dynamic programming- Introduction, significance and examples; Characteristics of dynamic programming problems; Deterministic dynamic programming; Probabilistic dynamic programming; Integer programming- Introduction, significance and examples; binary integer programming; Using binary variable in model formulation; Branch-and-bound technique- Importance and examples; Branch-and-bound application to binary integer programming; Branch-and-bound algorithm for mixed-integer-programming (MIP).

### **Unit 4: Non-linear Programming**

Graphical illustration of non-linear programming (NLP); Convex and Concave functions; Tests for convexity; Tests for concavity; Unconstrained optimization- Single variable, multivariable; Constrained optimization- The Karush-Kuhn-Tucker (KKT) conditions; Quadratic programming; Separable programming; Convex programming; Non-convex programming.

#### **Suggested Readings:**

1. Hillier, F.S., and Lieberman, G.J. *Introduction to operations research*. 7th ed. McGraw-Hill.
2. Griva, I., Nash, S. G., & Sofer, A. *Linear and nonlinear optimization*. 2<sup>nd</sup> ed. Siam.

Note: Latest edition of textbooks may be used.

## **SBE1: BUSINESS ETHICS**

### **Course Objectives:**

- To impart knowledge of Business Ethics to the Students.
- To impart knowledge of various Business Ethics practices.

### **Unit 1:**

- **Ethics- Meaning and nature of Ethics**
  - Meaning of Moral & Ethics
  - Types of Ethics, Importance of Ethics, Nature of Ethics
- **Business Ethics- Meaning and nature**



- Importance of ethics in business. Types of business Ethics-Relation between corporate responsibility & Business ethics

#### **Unit 2:**

- **Business Ethics in Global Economy**
  - Ethics in the context of Global Economy-Relationship Between Business Ethics & Business Development-Role of Business Ethics in Building a civilized society.
- **Moral issues in Business**
  - Justice & Economic system-ethics related to environment protection-Ethics relating to Consumer protection-Social responsibility & Business ethics arguments for and against social responsibility

#### **Unit 3:**

- **Areas of Business ethics**
  - Meaning of functional ethics-types of ethics according to functions of business: marketing ethics, foreign trade ethics and ethics relating to Copyrights

#### **Unit 4:**

- **Organizational Ethics**
  - Individual Ethics- Professional ethics
  - Corporate Ethics- Ethical behavior - Ten Commandments of ethical Behavior Control & audit of ethical behavior

#### **Recommended Books:**

1. Business Ethics: - O.C. Ferrel, John Paul Fraedrich, Linda Ferrell.
2. Business Ethics: - GautamPherwani
3. Business Ethics: - RituPamraj
4. Business Ethics: - Prof. Agalgatti

## **SIT1: INTERNATIONAL TRADE**

**Objectives:** The objective of this course is to provide conceptual clarity of the theoretical aspects of international trade. This course will help students in understanding the link between domestic economy and the external sector. Upon completion, students should be able to examine the business implications of international economic environment and incorporating them in framing corporate strategies.



**Topics:**

**Unit 1: Globalization, International Business Environment and Trade Theories**

Globalization and the changing business environment; Comparative advantage and New trade theories; International Linkages today; India's current international trade position.

**Unit 2: Global Financial Market and Emerging Market Analysis**

Exchange Rate Policies; Foreign Exchange market; India's Exchange Rate Regimes; Nominal vs Real Exchange Rates, Effect of Exchange Rates on Domestic and International Economy, Economic Integration, the European Union, ASEAN-India Free Trade Agreement, European Free Trade Agreement. Foreign Investment Analysis: Direct and Portfolio; Currency Convertibility: Current Account and Capital Account; South Asian Currency Crisis; International Capital Market; International Banking and security markets.

**Unit 3: International Marketing**

Globalization and Localization: Challenges and opportunities for MNCs; Globalizing small and medium-sized enterprises; global trading environment with product markets; global trading environment within service markets, global competition issues

**Unit 4: Challenges for the Global Resource Base**

Labour issues in the global economy; The international Monetary System; Global economy as an information economy; Greening international business; Energy: the case of a global and globalizing industry; International business in a changing world

**Suggested Reading:**

1. Johnson, D. and Turner, C., 2010. *International Business: Themes and issues in the modern global economy*. Routledge.
2. Cavusgil, S., Knight and G., Riesenberger, J., 2008. *International Business: Strategy, Management and the New Realities*. Pearson/Prentice Hall.



## **SOB: ORGANIZATIONAL BEHAVIOUR**

**Objective:** This introductory course focuses on providing students with the knowledge and understanding of seminal organizational theories and principles. Specifically, the course will cover seminal and cotemporary concepts in the areas of Organizational Behavior, and Organization Development, Culture, and Change.

### **Unit 1: Introduction to Organizational Behavior, its Nature, Context, and Scope**

Defining organizational behavior; Theoretical foundations of organizational behavior: behavioral theories and models and their relevance to managers. External and internal forces that influence management and organizations: Globalization, Diversity, Technology.

### **Unit 2: Individual Behavior and Processes**

Personality: Five Factor Model; The Perception process: Self concept, Stereotyping, Attribution theory, improving self awareness; Work-related Attitudes: Job satisfaction, Organizational commitment; Workplace Emotions: Workplace stress; Employee Motivation: Theories of motivation, increasing employee motivation; Decision Making: Decision making processes, Biases in decision making; Creativity and Innovation.

### **Unit 3: Team Processes**

Team Dynamics: Teams and informal groups, Team effectiveness models, Team development, Team cohesion, Self-directed teams, Team decision-making; Communication: Models for communication, Communication channels, Communication barriers, Cross-cultural communication, Improving communication; Managing conflict in the workplace: Structural sources of conflict, interpersonal conflict, Approaches to conflict management, Resolving conflict through negotiation.

### **Unit 4: Organization Development, Processes, and Organizational Dynamics**

Organizational design: organization and management structures, performance management systems, reward and recognition systems; Employee engagement approaches; Organizational Culture: Cultural artifacts, Organizational sub cultures, merging cultures, changing and strengthening culture; Socialization process; Organizational Change: Models for change, The change process, Understanding and managing, the role of a leader in taking an organization through change. Power and Politics: Defining power, authority and influence, Empowering employees.

**Suggested Readings:**

- 1) McShane, S. L., & Von Glinow, M. A. (2014). Organizational Behaviour: Emerging Knowledge, Global Reality, 6<sup>th</sup> Edition. India Edition, McGraw Hill.
- 2) Luthans, F. (2011). Organizational Behaviour: An evidence-based approach, 12<sup>th</sup> Edition. Indian Edition, McGraw-Hill.
- 3) Cummings, T. G. & Worley, C. G. (2011). Theory of Organization Development and Change, 9<sup>th</sup> Edition. India Edition, Cengage.
- 4) Publication Manual of the American Psychological Association, 6<sup>th</sup> Edition

**SMR: MARKET RESEARCH**

**Course Objective:** Marketing Research is an essential function in modern business organizations. It serves to provide information for marketing decision making. Taking a marketing research project view, this course introduces the student to a step-wise process for conducting marketing research, and consciously develops the scientific method in thinking about the marketing plan. It provides the foundations for several career options in both qualitative and quantitative approaches to marketing.

**PRE-REQUISITES:** Marketing Management

**Complementary Courses:** Business Statistics, Business Analytics.

**Unit 1: Defining the Marketing Research Problem, Research Designs**

How Marketing Research relates to Marketing Planning. The Marketing Research Process. Management Decision Problems and Marketing Research. Developing an approach and Research Designs. Exploratory & Qualitative Research, Descriptive & Survey Research and Causal & Experimental Research Designs.

**Unit 2: Measurement & Scaling, Sampling designs & field work**

Types of Measurement Scales, Categorical & Non-Metrics and Continuous & Metric scales. Scaling techniques, Comparative & Non-comparative scales, Instrument, Questionnaire & Form Design. Sampling design and procedures. Probability sampling and random sampling. Statistical considerations and inference. The data collection process.

**Unit 3: Data Preparation, Preliminary analyses & Hypothesis Testing, Univariate and Bivariate Data Analysis for Marketing Decision Making**





Data editing, coding and transcribing. Quality checks for data. Univariate analysis for non-metric and metric scales. Applied Analysis of variance and covariance, Effects and significance of effects. Inference and hypotheses testing. Types of Error Table.

#### **Unit 4: Multivariate Data Analyses, Report Preparation and Deliverables**

Applied correlation and regression, discriminant, factor and cluster analysis. Informing the Marketing Plan and Value of Information. Written and Oral Reporting.

#### **Suggested Readings:**

- 1) *Marketing Research: An Applied Orientation*. Naresh K. Malhotra. Latest International Edition.
- 2) *Marketing Research: Methodological Foundations*. Gilbert A. Churchill Jr., Dawn Iacobucci

## **SBP: BUSINESS POLICY AND ENVIRONMENT**

**Course Description:** This course provides the coverage of business as a social system, internal and external environment, business ethics, social responsibility and business policy.

**Course objectives:** The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organizations.

**Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

#### **Course Contents:**

**Unit 1: Introduction:** Business in a social system; business and economic system; Business objectives; internal environment and external environment.

**Unit 2: Business Ethics:** Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.



**Unit 3: Business Environment:** Business in a social system-internal environment or business external environment- Economic-political-socio-cultural-technological environment – case studies.

**Unit 4: Business Policy:** Importance of business policy-essentials of business policy classification or business policy-Production policy-personnel policy- Financial policy- Marketing Policy-case studies.

**References:**

- 1) A concept of corporate planning-, Russel Ackoff, Newyork wiley
- 2) Business policy and strategic management- Tokyo, McGraw hill
- 3) Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
- 4) Strategic Management-Azar Kazmi
- 5) Strategic Management-Francis Cherunillam 6. Strategic Management-Subba Rao

## **SCG: CORPORATE GOVERNANCE**

**Unit 1:**

Conceptual outline of corporate governance-Introduction, meaning, Definition, scope, significance. Evolution of corporate Governance -Development of corporate Governance in India Principles &Essentials of Good Corporate Governance-corporate frauds. (Case-studies, Satyam, SAHARA)

**Unit 2:**

Theories of Corporate Governance & legislative framework with respect to Indian context-Agency problem, Stakeholder theory, enterprise governance, Legislative framework of Corporate Governance in India, In companies act, SEBI guidelines, IRDA guidelines, TRAI guidelines

Tools of Corporate Governance& committees - Internal audit –Internal control roles and responsibilities. External audit, Cost Audit -Disclosure about risk, risk management-Disclosures on board, Board committees-Audit committee, Shareholders’ Grievances committee, Remuneration committees, E-governance

**Unit 3:**

Corporate Governance and its Stake holders-Role of investors in corporate governance Shareholders, Rights of shareholders,. Employees, Customers, lenders, vendors, Government-.Indian model of Corporate Governance- Corporate Governance Forums in India- the Institute of Company Secretaries of India

**Unit 4:**

Business Ethics& Corporate social responsibility, Ethics – meaning, importance, nature and relevance to business, values and attitudes of Professional managers , Principles of business ethics,Corporate social responsibility, Benefits of adoption of CSR, CSR committee, Duties, Responsibilities, Policies and legislation, Balancing corporate performance- CSR initiatives by Indian and Global companies.

**Books for Reference (Corporate Governance):**

1. Essentials of Corporate Governance: By G.NBajpai, Sage Publications India Pvt Ltd
2. A case book on corporate Governance and Stewardship:N.Balasubramanian:McGraw Hill Education
3. Corporate Governance: By ICSI –Institute of Companies secretaries of India
4. Corporate Governance Policies, Practices : By Fernando: Pearson Edcation
5. Business Ethics and corporate Governance: By S.K Bhatia: Deep and Deep Publications
6. Corporate Governance in India: Sunita Sharma: New Century Publications
7. Corporate Governance Theory & practice: By Anilkumar: International Book House
8. Corporate Governance: By Machiraju: Himalya Publishing House

**SMN: MANAGEMENT OF NONPROFIT ORGANIZATIONS**

**Course Description:** This course provides the coverage of non-profit enterprises, accounting and finance in the nonprofit organizations, human resource management in non-profit organization and governance and professionalism in NPO

**Course Objectives:** This is an introductory course designed to give the student basic inputs related to management of nonprofit organizations. The place of nonprofit sector vis-à-vis State and Business and different functional dimensions of professionally managing the nonprofit organizations are introduced to the students.

**Pedagogy:** In the LTP framework the Lecture sessions focus on building conceptual clarity and providing basic information on the nature and role of nonprofit sector. The reinforcement



through Tutorial sessions focus on group exercises related to Indian nonprofit sector. Practical exercises involve field reports by students, both at individual and group levels.

**Course Contents:**

**Unit 1:**

The World of Non-Profit Enterprises: third sector, nonprofits sector, social enterprises; Economic, Sociological and Structural theories of nonprofits; Contemporary role of nonprofits; Nonprofits vis-à-vis State and Business

**Unit 2:**

Functional Management: Distinct features of nonprofit accounting, Sources of finance and their implications, Staff and Volunteers NPOs, Taxation issues

**Unit 3:**

Governance and Professionalism: Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality

**Unit 4:** NPOs in India: History and current status, Types, Legislations related to NGOs, National Policy on Voluntary Sector

**References:**

- 1) Nonprofit Organizations: Theory, Management and Policy, Helmut Anheier, Routledge
- 2) NGO Management, Michael Edwards & Allan Fowler (Eds), Earthscan
- 3) Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore
- 4) The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck
- 5) Guidelines for NGO Management in India, Snehlatha Chandra, Kanishka

## **COURSE OUTLINES – GENERAL**

### **GL1: COMMUNICATIVE ENGLISH 1 (SPOKEN ENGLISH)**

The aim of this course is to develop student's communication skill in the English language that will enable them to function effectively in a business environment. The course offers a practical approach to corporate communication that includes training in the principles and key elements of business writing and the effective delivery of oral presentations. The course content focuses



on selected written and oral forms of communication related to topics and issues critical to students of business studies.

Upon successful completion of this course, students should be able to

- Write effective and concise letters and memos employing appropriate business format;
- Prepare informal and formal reports that include analysis and offer recommendations;
- Participate in meetings and conduct proper techniques in telephone usage;
- Summarise personal achievements and skills in appropriate formats for future employers or academic institutions;
- Perform effectively interviews
- Prepare and deliver an oral presentation utilizing electronic software;
- Realize the impact of language usage on applying business etiquette to a variety of professional situations;
- Recognize the importance of cultural differences and how they affect communication in a business environment.

### **Unit 1: Business communication skills:**

Business letters: format, style and content - Letters of inquiry, quotations and offers - Orders, orders – acknowledgements - Sales promotion letters - Banking and Credit letters - Memoranda, telephone conversations and E- mails - Business meetings - Business reports (dealing with numbers, interpreting graphics) - Questionnaire compilation - Business presentations

### **Unit 2: Career Skills**

- Job adverts and job descriptions
- Job interviews
- Letters of application, cover letters and CV writing

### **Unit 3: General Skills**

Introduction Protocol & Meeting People in Business - The Importance of Politeness in Business – Structure and Expressions of Politeness - Asking Questions (Embedded Question Structure) - The Present perfect Tense (in the context of the job interview) - The Basics of Customer Service - Techniques to Calm an Angry Customer - Getting Back on the Good Side of an Injured Customer - Powerful Presentation Skills - How to say Negative Things in a Positive Way



#### **Unit 4: General Skills**

Editing for Agreement in Business Writing - Professional Telephone Etiquette - Taking and Leaving Messages - Parallelism in Business Writing - Parts of a Business Letter - Guidelines for Business Letters & Email - Claim and Adjustment Letters - Various Idioms / Expressions / Vocabulary Related to Business - General Punctuation Review (Commas, Capital Letters, and other punctuation, as needed)

### **GL2: COMMUNICATIVE ENGLISH 2 (WRITTEN ENGLISH)**

**Unit 1:** Communication fundamentals, Communication Process, Barriers to Communications types and channels of communication

Communicating effectively on the job - Using technology to improve business communications - Ethical considerations in business communication

Team communications - Developing listening skills - Listening in a business context - Non – verbal communication - Verbal communications: tone, volume, pitch, word choice

Communication in a diverse world - Improving intercultural communication skills - Case study analysis: introduction - A communication case study - Fundamentals of planning oral presentations - Giving on oral presentation - Dealing with challenges during oral presentations - Reviewing the success of an oral presentation

**Unit 2:** Planning business messages - Writing business messages - Writing business messages - Completing business messages - Internal Business Communication, INTRANET

Communication and technology - Crafting messages for electronic media - 3 Step process for writing positive messages - Writing positive messages - Writing Business letters

Business letter writing - Types of Business letters - Format for Business letters - 3 step processes for writing negative messages -Writing negative messages -3 Step process for writing persuasive messages -Writing persuasive messages

**Unit 3:** Review writing for audience, writing for purpose - Class practice and homework challenge - Review and discussion of homework challenge - Small group class activities on writing

Writing reports and proposals - Using information effectively - Informational and analytical reports - Planning proposals - Writing application letters



Understanding the job interviewing process - Preparing for an interview - How to participate in an interview - Communication for securing employment - Preparing a resume - Analysing a resume -Improving a resume

**Unit 4:** Writing applications letters - Understanding the job interviewing process - Preparing for an interview - How to participate in an interview

Ethics: principles and Concepts - Ethics in Business Communications - Conducting effective business meetings - Networking skills

Communicating with difficult people - Communication through conflict - Communication effectively with the boss - Communicating with media - Employment Communications - Group discussion and Interviews

### **GL3: BUSINESS WRITING**

#### **Unit 1:**

- PURPOSE OF EFFECTIVE WRITING  
(Activity – What your messages reveal about you and your company)
- DIFFERENT STYLES OF CORRESPONDANCE AND TEMPLATES  
Exercise – Critique and then create a memo  
Exercise – Critique then create a letter  
Workplace Learning Activity - Creating a business case made simple
- WRITING FOR A PURPOSE  
Exercise – How to start: Planning your writing
- ENSURING PROFESSIONAL DOCUMENTS  
Exercise - Quick Grammar Exercise

#### **Unit 2:**

- COMMON BUSINESS REPORTING LANGUAGE
- EFFECTIVE EMAILS  
Exercise –Email Best Practice Guidelines
- REVIEWING AND PROOF READING: STYLES AND STANDARDS  
Quick tips to help in editing your writing  
Workplace Learning Activity – RMIT Writing tips interactive exercise



### **Unit 3:**

- REPORT WRITING: PURPOSE, PLANNING & STRUCTURE  
Workplace Learning Activity – Student Services Learning Guides  
Reading – Division of Library Services Guidelines on Monthly Quarterly and Annual Reports  
Group Exercise – Critique a Report Example  
Workplace Activity – Initiative Proposal Web Form
- REPRESENTING DATA VISUALLY  
Group Exercise – Draft an outline & Monthly Report
- REFERENCING STYLES in different organizations

### **Unit 4:**

- COMMON ABBREVIATIONS
- QUOTATIONS
- ADMITTING BIASES AND WEAKNESSES OF REPORT –
- QUICK TIPS FOR REPORT WRITING
- FURTHER TOOLS, TEMPLATES AND RESOURCES
- PROJECT/ ASSIGNMENTS on many of these aspects practice serious

## **GL4: BUSINESS COMMUNICATION AND PUBLIC RELATIONS**

**Objective:** To acquire skills in reading, writing, comprehension and communication, and also to use electronic media for business communication.

### **Unit 1: Introduction**

Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

### **Unit 2: Business Correspondence**

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume.





### **Unit 3: Report Writing**

Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports.

### **Unit 4:**

#### **Business language and presentation**

Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

#### **Technology and Business Communication**

Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication.

#### **Suggested Readings:**

- 1) Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- 2) Bovee, and Thill, *Business Communication Today*, Pearson Education
- 3) Shirley, Taylor, *Communication for Business*, Pearson Education
- 4) Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH

**Note: Latest edition of text books may be used.**

## **GL5: BUSINESS LITERATURE**

Business and literature is a new, specialized course designed to explore the representation of modern commerce, corporate and entrepreneurial life, financial and legal structure in industrial and advanced capitalism, doctrines of prosperity and economic growth, and the emotional, moral and social life of women and men working in business from the early – mid – 1800s to the present. It also includes latest literature on financialization and on the so-called “creative

economy” to think about how the arts, the humanities, and business intersect in our world today.

The core materials in Business and Literature are classic and contemporary novels that provide a rich and rounded picture of the development of the modern corporation and of the life of business and women from industrialism to the present. The works range across tones and genres, from sentimental to satirical, family saga to spiritual autobiography. Secondary readings will extend backward to Adam Smith and Max Weber and forward to present-day accounts of business ethics and the economic future, providing students with intellectual and historical contexts that anchor the primary readings. The syllabus centres on European and American traditions but expands into a necessarily global framework, including Asian economies, and Asian and African diasporic commerce.

### **COURSE CONTENT**

This course includes primary readings of novels, review of films, small project / assignments / Bibliography on Financial crunch, family business sagas, Rags to Riches stories, speculative economies, overseas trading narratives, wall street espionage and successful business stories. This will include reading and reviewing following books

#### **Unit 1: Books by**

1. Mercantilism and history of International Trade
2. F. Scott Fitzgerald (The Great Gatsby,)
3. Saul Bellow, Humboldt’s Gift (1975)
4. Arvind Adiga – White Tiger, Last man in Tower
5. Mohsin Hamid – How to get filthy Rich in Rising Asia
6. Joseph O Neill – Netherland
7. Anita Raghavan – The Billionaire’s Apprentice (2013)
8. Business Maharajs – Gita Piramal

#### **Unit 2: Movies**

1. Pursuit of Happiness (2006)
2. Rogue Trader (1999)
3. The wolf of wall Street(2013)
4. Wall Street (1987)
5. The Insider(1999)
6. Money Ball(2011)

**Unit 3:** Small Project / Assignment on porter, slide shows, webpage presentation and video (to be developed)

**Unit 4: Annotated Bibliography** (Based on journals, Magazines and other sources as all three aspects above)

### **GL6: COMMUNICATIVE KANNADA/HINDI**

- ವಿಷಯದ ಸಮಗ್ರ ಅರ್ಥೈಸುವಿಕೆ
- ಪದ ಪ್ರಯೋಗ
- ವಿಷಯ ಸಂಕ್ಷೇಪಣೆ
- ಪದಜ್ಞಾನ
- ಲಘು ಪ್ರಭಂದ
- ಇಂಗ್ಲೀಷಿನಿಂದ ಕನ್ನಡಕ್ಕೆ ಭಾಷಾಂತರ (ಅನುವಾದ)
- ಕನ್ನಡ ವ್ಯಾಕರಣ
- ವ್ಯವಹಾರ ಪತ್ರಗಳು ಮತ್ತು ವ್ಯವಹಾರ ವರದಿಗಳನ್ನು ಸಿದ್ಧಪಡಿಸುವುದು
- ವ್ಯವಹಾರಕ್ಕೆ ಸಂಬಂಧಿಸಿದ ಶಬ್ದಕೋಶ

#### **Course Contents:**

##### **Unit 1:**

- Comprehensive understanding of the subject
- Usage of words / knowledge of words
- Brevity of words
- Vocabulary

##### **Unit 2:**

- Translation from English to Kannada
- Short essay
- Synonyms and Antonyms
- Sentence improvement

##### **Unit 3:**

- Narration

- Active and passive voices
- Idioms and phrases
- Discriminate between correct and incorrect usage

**Unit 4:**

- Business letters – Guidelines
- Vocabulary related to Business
- Report writing
- Business presentations

**GH1: WORLD HISTORY**

**Unit 1:**

**1. Industrial Revolution**

- Decline of feudalism
- Beginning of Renaissance
- Pre-industrial Europe
- Agricultural Revolution
- Factors that led to industrial revolution
- Impact of industrial revolution

**2. French Revolution**

- Causes
- The revolution in France
- France under Napoleon
- Impact of revolution
- Significance of revolution

**3. Nationalism in Europe**

- Rise of the nation- state system
- Unification of Italy
- Unification of Germany

**Unit 2:**

**4. Colonialism and Imperialism**

- Colonialism
- The age of Imperialism (1870-1914)

- Imperialism in Asia
- Analysis of Colonialism

### **5. Emergence of USA**

- Foundation of American Colonies
- The Independence of United States of America
- The American Revolutionary War
- What was the impact of American Revolution?
- Political Effects of the Revolution
- How did the American Revolution influence the French Revolution?
- US Civil War
- Impact of Civil War on USA
- Global Impact of US Civil War
- Impact on India

### **6. World War-I**

- Major causes of the war
- Course of the war
- Analysis of major events of the war
- Consequences of World War I
- Aftermath of World War I
- League of Nations

## **Unit 3:**

### **7. Russian Revolution**

- Major events in pre-revolution Russia
- Causes
- Course of revolution
- Consequences
- Aftermath of the war
- Post-Lenin Russia

### **8. Inter-War Years (1919 To 1939)**

- The Great Depression
- The Great Depression- an economic perspective
- Rise of Fascism in Italy
- Rise of Nazism in Germany
- Soviet Union (USSR)

### **9. World War- II**

- Foundations of the war
- Course of the war
- Aftermath of war

- Analysis of the war
- Decolonization phase

**Unit 4:**

**10. Development In Middle East**

- Democratic reforms in Middle East
- Arab nationalism
- Israel

**11. Cold War**

- Political philosophies
- Capitalism
- Socialism
- An essay on Marx's critique of capitalism
- Cold war

**12. Post Cold-War World**

- Global issues since 1991
- Integration of Europe
- European integration- a timeline
- Rise of global Islamic terrorism
- Rise of China

**GH2: INDIAN HISTORY**

**Unit 1:**

**Ancient History:**

- Prehistoric cultures in India
- Indus Civilization. Origins- the different phases- society, economy, and culture- Contacts with other cultures- factors lead to the decline.
- Geographical distribution and characteristics of pastoral and farming society.
- Vedic society-Vedic texts- change from Rigvedic to later Vedic phases.
- Vedic society Religion- Upanishad thought-Political and social organization, the evolution of Varna system and monarchy.
- Formation of the State and urbanization, from the Mahajanapadas to the Nandas.
- Buddhism and Jainism- Factors for the spread of Buddhism.
- The Mauryan Empire- Chandragupta and Megasthenes.
- Asoka and his inscriptions, his dhamma, culture, administration, and art
- Society of Post-Mauryan India, BC 200- AD 300- Evolution of Jatis.

- The Satavahanas and formation of the state in the Peninsula.
- Sangam texts and society.
- Indo-Greeks, Sakas, Parthians, Kushans, Kanishka-Contacts with the outer world.
- Different Religion- Bhagavatism, Saivism, Mahayana Buddhism and Hinayana, Jainism and Culture and art.
- The Guptas and their descendants.
- Literature science, Arts, Economy, and society -Modification in the political organization of empire.

## **Unit 2:**

### **Medieval India**

- Early Medieval India. Major dynasties; Political and Agrarian organization. Status of women, Extent of social mobility. The Arabs in Sind and the Ghaznavids.
- Cultural trends, 750-1200, Religious circumstances: significance of temples and monastic institutions; Sankaracharya; Islam; Sufism. Art and architecture. Literature and Science.
- 13th and 14th Centuries: Ghorian invasions reasons and consequences. Delhi Sultanate under the Slave Rulers. Aladdin Khalji: invasion; administrative, agrarian and economic measures. Muhammad Tughluq's innovations. Firuz Tughluq and the decline of the Delhi Sultanate. Development of urbanization and commerce. Spiritual movements in Hinduism and Islam. Literature. Architecture, Technological changes.
- The 15th and early 16th Century: Key Provincial dynasties; Vijayanagara Empire. The Lodhis, First stage of the Mughal Empire: The Sur Empire and administration. Monotheistic movements: Kabir; Guru Nanak and Sikhism; Bhakti. The spread of regional literature. Art and Culture.
- The Mughal Empire, Akbar: invasion, administrative measures, Policy of Sulh-I-Kul. Jagir and Mansab systems; Jahangir, Shahjahan, and Aurangzeb: extension of Mughal empire in the Deccan; religious policies. Shivaji. Persian and regional literature. Religious idea: Abul Fazl; Maharashtra dharma. Architecture. Painting. Economy: state of affairs of peasants and artisans, escalation in trade; trade with Europe. Social stratification and position of women.
- The decline of Mughal Empire, Reason behind the decline. Maratha power under the Peshwas. The Afghans. Regional states. Most important components of composite culture. Sawai Jai Singh, astronomer. The rise of Urdu language.

## **Unit 3:**

### **Modern India**

- British extension: The Carnatic Wars, invasion of Bengal. Mysore and its confrontation to British expansion: The three Anglo-Maratha Wars. Regulating and Pitt's India Acts. Early composition of the British raj.

- Economic Impact of the British Raj: land revenue settlements like Zamindari, Ryotwari, Mahalwari; Deindustrialization; Railways and commercialization of agriculture; increase of landless labor.
- Cultural encounter and social changes: inception of western education and modern thoughts. Indian Renaissance, religious and social reform movements; Social reforms events before 1857. Development of Indian middle class; the vernacular press and its effects: the rise of modern literature in Indian languages.
- Confrontation to British rule: Early uprisings; The 1857 Revolt-reasons, character, course and result.
- Indian Freedom struggle the first stage: Growth of national consciousness; creation of Associations; Establishment of the Indian National Congress and its Moderate stage; Swadeshi Movement; Economic Nationalism; The development of Extremism and the split in Congress; The policy of Divide and Rule; Congress-League Pact of 1916.
- Gandhian thoughts and techniques of mass mobilization- Civil Disobedience, the Khilafat movement, Non-Cooperation Movement, and Quit India Movement; another strand in the National Movement-Revolutionaries, Subhash Chandra Bose, and the Indian National Army.
- Separatist movements in Indian politics- the Hindu Mahasabha and the Muslim League; Partition and Independence; The post -1945 developments.
- India independent to 1964. A parliamentary, democratic, secular. Jawaharlal Nehru's vision, Foreign policy of Non-alignment, Planning and state-controlled industrialization. Agrarian modification.

## **GC: INDIAN CONSTITUTION**

### **Unit 1:**

#### **Introduction:**

Constitution' meaning of the term,, Indian Constitution: Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy

#### **Union Government and its Administration:**

Structure of the Indian Union: Federalism, Centre- State relationship, President: Role, power and position, PM and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha

### **Unit 2:**

#### **State Government and its Administration:**

Governor: Role and Position, CM and Council of ministers, State Secretariat: Organisation, Structure and Functions



**Unit 3:**

**Local Administration:**

District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation, Pachayati raj: Introduction, PRI: Zila Pachayat, Elected officials and their roles, CEO Zila Pachayat: Position and role, Block level: Organizational Hierarchy (Different departments), Village level: Role of Elected and Appointed officials, Importance of grass root democracy

**Unit 4:**

**Election Commission:**

Election Commission: Role and Functioning, Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning, Institute and Bodies for the welfare of SC/ST/OBC and women

**Books Recommended:**

1. 'Indian Polity' by Laxmikanth
2. 'Indian Administration' by Subhash Kashyap
3. 'Indian Constitution' by D.D. Basu
4. 'Indian Administration' by Avasti and Avasti

## **GE: ENVIRONMENTAL ISSUES**

**Course Description:** This course will cover a number of looming global environmental problems, what society can do about them, and the reasons why we aren't doing more. We will introduce the a number of psychological and socio-economic factors that contribute to environmental issues, and use them to gain insight into and draw parallels between specific environmental problems

**Unit 1:**

- Introduction: Goals, history global environmental problems, pathologies framework
- Population Growth
- Fisheries Depletion
- Eutrophication

**Unit 2:**

- Climate Change (pt. 1): Physical Science and Impacts
- Climate Change (pt. 2): Human Drivers and Solutions

**Unit 3:**

- Air Pollution

- Ocean Acidification
- Biodiversity Loss
- Invasive Species
- Antibiotic Resistance

**Unit 4:**

- Infectious Disease and Pandemic
- Food Security
- Deforestation
- Nuclear War
- Field Trip
- Project

**GS: INDIAN SOCIETY**

**Unit 1:**

**1. Salient features of Indian society**

- What is Indian society
- Is it a mental construct or a living reality
- Features of Indian society
- Changes within Indian society and their repercussions
- Causes of changes
- Coping mechanisms derived
- Indian society today

**2. Diversity of India**

- What is diversity
- Types of diversities in India
- Can diversity be equated with difference
- The unity in diversity- a reality or a chimera
- Some examples
- Manner of reconciliation

**3. Role of women's organizations**

- What are Women's organizations
- Women's organizations in Indian history
- Types of women's organizations
- Level of penetration
- Women's organization – a ray of hope few case studies

- Should women's organization be female centric or a positive change in the structure is the need of the hour- an appraisal
- Problems faced by women's organizations
- Is a larger vocal role possible and ways to achieve the same

**Unit 2:**

**4. Poverty and development issues**

- Poverty – Definition and concept
- Concept of development
- Development and poverty –the matrix
- Sen Vs Bhagwati model
- Crisis of development
- Certain case studies
- Is filling the chasm possible- and how so
- Government's initiatives and the five year plans
- Role of civil society organizations
- How far how long- an assessment

**5. Population and associated issues**

- What is population- meaning and concept
- Different components of population
- Problem of IMR, MMR and TFR
- International Targets(MDGs) and India's story
- Government's initiatives for the same
- Family planning and the problems
- Demographic dividend and the way to capitalize it

**Unit 3:**

**6. Urbanization , their problems and remedies**

- Urbanization introduction through census 2011
- Urbanization and issues
- I. Transport
- II. Waste disposal
- III. Rural-urban migration
- IV. Sanitation
- V. Environment
- VI. Housing
- VII. Water depletion
- VIII. Pollution
- Steps taken by GOI

- Issues and reforms needed
- 12th five year plan

### **7. Effects of globalization on Indian society**

- What is the meaning of globalization
- Meaning of Indian society
- Kinds of impact of globalization – economic, political, developmental and socio-cultural
- Is the impact solely positive or negative an assessment.

### **8. Social empowerment**

- Meaning and concept of social empowerment
- Why do we need social empowerment
- Specific sections for whom social empowerment is the life blood
- Social empowerment through the five year plans
- Government's initiatives for empowerment
- Empowerment in reality and India's experience
- Other approaches /players/tools for social empowerment and some case studies on the same
- Conclusion – today's state and way forward

## **Unit 4:**

### **9. Communalism**

- Meaning and concept of communalism
- Historicity of communalism
- Is it an ideology or just some random events -a relook
- Recent incidents
- Role of third parties in inciting/perpetrating communalism
- Communalism under the law
- Can communalism eradicated from the Indian society completely
- How and the way forward.

### **10. Secularism**

- Meaning and concept of secularism
- Secularism through the vantage point of Indian Constitution
- Comparisons of models
- Gandhi ji on religion
- Indian philosophy on secularism
- Threats on the secular spirit
- Is the Indian democracy mature enough to handle the gravity of secularism in the light of lok-sabha election results 2014.

- Do we need to work upon Indian brand of secularism and how is that going to be possible

### **11. Regionalism**

- Meaning and concept of regionalism
- Why regionalism
- Theories on regionalism
- Regionalism in its various manifestations
- Role of various players
- Recent incidents causing a wave of flurry
- Possible ways to tackle the same

## **GP: INDIAN PHILOSOPY**

### **Unit 1:**

- Introduction to Indian Philosophy
- Common Features of Indian Philosophical Schools
- The Upanisads: doctrine of the self and critique of ritual

### **Unit 2:**

- Cārvāka: Metaphysics and Epistemology
- Early Buddhism: Four Noble Truths and Doctrine of Dependent Origination (Pratītyasamutpāda)
- Jainism: Anekāntavāda and Syādvāda

### **Unit 3:**

- Nyāya-Vaiśeṣika and Mīmāṃsā on the Nature of Knowledge
- Sāṃkhya: Prakṛti and Puruṣa, Theory of Evolution
- Asatkāryavāda and Satkāryavāda Debate

### **Unit 4:**

- Advaita Vedānta of Śaṅkara: Nature of Brahman and Māyā
- Viśiṣṭādvaita of Rāmānuja: Nature of Brahman and Refutation of Māyā

**Recommended Readings:**

- Chakravarty, Nilima (1992), Indian Philosophy: The Path Finder's and System Builders, New Delhi: Allied Publishers.
- Chatterjee, S.C. (2008), Nyāya Theory of Knowledge, Delhi, Bharatiya Kala Prakashan.
- Chatterjee, S.C. & D.M. Datta (1984), An Introduction to Indian Philosophy, reprint, University of Calcutta.
- Dasgupta, S.N. (2004), A History of Indian Philosophy, vol.1, Delhi, Motilal Banarasidass Publishers, Pvt. Ltd.
- Hiriyana, M: (1951), Outlines of Indian Philosophy, London: Allen & Unwin.
- Mohanty, J.N. (1992), Reason and Tradition in Indian Thought, Oxford, Clarendon Press.
- Organ, Troy Wilson. (1964), The Self in Indian Philosophy, London, Mouton & Co. 7
- Pandey, Sangam Lal (1983), Pre-Śaṅkara Advaita Philosophy, 2nd edition, Allahabad: Darsan Peeth.
- Radhakrishnan, S. (1929), Indian Philosophy, Volume 1, Muirhead Library of Philosophy, 2nd edition, London: George Allen and Unwin.
- Radhakrishnan, S. Moore, (1967) CA, A Sourcebook in Indian Philosophy, Princeton.
- Raju, P.T. (1985) Structural Depths of Indian Thought, NY Albany: State University of New York Press.
- Sharma, C.D. (2003) Critical Survey of Indian Philosophy, Delhi: Motilal Banarsidass
- Shastri, Haridatta, Bhartiya Darshan Ka Itihas.(Hindi)
- Upadhaya, Baldeva. Bhartiya Darshan (Hindi), Banaras.

**COURSE OUTLINES – ADVANCED**

**AFA1: FINANCIAL ACCOUNTING**

**Objectives:** The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

**Unit 1: (a) Theoretical Framework**

- i. Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting, information. Functions,

advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis.

- ii. The nature of financial accounting principles – Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.
- iii. Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India. Salient features of First-Time Adoption of Indian Accounting Standard (Ind-AS) 101. International Financial Reporting Standards (IFRS): - Need and procedures.

### **(b) Accounting Process**

From recording of a business transaction to preparation of trial balance including adjustments

### **(c) Computerised Accounting Systems**

Computerised Accounting Systems: Computerized Accounts by using any popular accounting

software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement

Selecting and shutting a Company; Backup and Restore data of a Company

## **Unit 2: (a) Business Income**

- i. Measurement of business income-Net income: the accounting period, the continuity doctrine and matching concept. Objectives of measurement.
- ii. Revenue recognition: Recognition of expenses.
- iii. The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.
- iv. Inventories: Meaning. Significance of inventory valuation. Inventory Record Systems:
  - a. periodic and perpetual. Methods: FIFO, LIFO and Weighted Average. Salient features of
  - b. Indian Accounting Standard (IND-AS): 2

### **(b) Final Accounts**



Capital and revenue expenditures and receipts: general introduction only.  
Preparation of financial statements of non-corporate business entities

### **Unit 3: Accounting for Hire-Purchase and Installment Systems, Consignment, and Joint Venture**

- i) **Accounting for Hire-Purchase** Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including Default and repossession.
- ii) **Consignment:** Features, Accounting treatment in the books of the consignor and consignee.
- iii) **Joint Venture:** Accounting procedures: Joint Bank Account, Records Maintained by Co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

### **Unit 4: Accounting for Inland Branches**

Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system. Independent branches: concept-accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet.

#### **Accounting for Dissolution of Partnership Firm**

Accounting of Dissolution of the Partnership Firm Including Insolvency of partners, sale to a limited company and piecemeal distribution

#### **Note:**

1. The relevant Indian Accounting Standards in line with the IFRS for all the above topics should be covered.
2. Any revision of relevant Indian Accounting Standard would become applicable immediately.
3. Examination Scheme for Computerised Accounts – Practical for 20 marks. The practical examination will be for 1 hour.
4. Theory Exam shall carry 80 marks

#### **Suggested Readings:**

1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, *Accounting: Text and Cases*. McGraw-Hill Education, 13<sup>th</sup> Ed. 2013.
2. Charles T. Horngren and Donna Philbrick, *Introduction to Financial Accounting*, Pearson Education.



3. J.R. Monga, *Financial Accounting: Concepts and Applications*. Mayur Paper Backs, New Delhi.
4. M.C.Shukla, T.S. Grewal and S.C.Gupta. *Advanced Accounts. Vol.-I*. S. Chand & Co., New Delhi.
5. S.N. Maheshwari, and. S. K. Maheshwari. *Financial Accounting*. Vikas Publishing House, New Delhi.
6. Deepak Sehgal. *Financial Accounting*. Vikas Publishing H House, New Delhi.
7. Bhushan Kumar Goyal and HN Tiwari, *Financial Accounting*, International Book House
8. Goldwin, Alderman and Sanyal, *Financial Accounting*, Cengage Learning.
9. Tulsian, P.C. *Financial Accounting*, Pearson Education.
10. *Compendium of Statements and Standards of Accounting*. The Institute of Chartered Accountants of India, New Delhi

## **AFA2: INVESTMENT MANAGEMENT**

### **Course Overview**

This class provides an overview of the investment management industry, and investment approaches used. We will also look at analytical tools required to analyze investment strategies. The Class will allow students an opportunity to execute on an investment theme using tools learnt in class.

The course will also help the student understand the position of the asset manager with respect to his clients, his organization, and his own career goals, by analyzing the risk-return tradeoffs faced by each.

### **Unit 1:**

- **Review of Portfolio Theory**
  - Modern Portfolio Theory
  - Risk Measurement
  - CAPM
  - Beta and Alpha
  - Required Reading: Bogle, J.C., Black Monday and Black Swans Damodaran, A., Investment Philosophies, Chapter 1 (Introduction)
- **Asset Allocation for the Individual**
- **Asset Allocation: How to invest a retail portfolio?**

Read: Case: Vanguard and Target Retirement Funds (HBS Case)

Questions: How is Vanguard different from other fund companies?

If Vanguard came to India, what would happen to the competition?

How do target date funds differ from traditional asset allocation funds?

Which asset classes are under-represented in Vanguard funds? Why?

Are markets efficient by Burton Malkiel

The best investment advice you will never get

- **Value Investing**

Value Investing: The Greenwald approach to Value Investing

Read: Bruce Greenwald: Lecture on an investment process Princess Gate, London 2005

## Unit 2:

- **Value Investing**

Value Investing: How Warren Buffett operates

*Read: Case: The Management of Berkshire Hathaway (HBS Case)*

*What is its investment philosophy?*

*Berkshire operates in public as well private markets.*

*Is there a different investment philosophy in different markets?*

*How much of Buffetts success is alpha or beta?*

*Come prepared to defend your answer*

- **Alternative Investments**

Improving asset allocation by looking at hedge funds

Hedge Fund Masterclass

*Read:*

Arbitrage as an Investment Strategy

*Read: LTCM case A (HBS Case)*

*Be prepared to present a detailed analysis of the strategies*

*Why were they successful for many years?*

*Optional: A primer on hedge funds by Fung and Hsieh*

*Risk and Return by Malkiel and Saha*

*Do hedge funds hedge by Asness, Krail and Liew*

Arbitrage and its limits.

*Read: LTCM case B, C, D (HBS Case)*

*What went wrong?*

*What lessons can you take away?*

*How is this episode similar or different from the financial crisis of 2008-present?*



*Optional: Limits to Arbitrage by Andrei Shleifer and Robert Vishny*

### **Unit 3:**

- **Momentum and Global Macro**

Global Macro and Momentum investing

*Read: Financial Markets by George Soros*

*Systematic Global Macro by Graham Capital*

*Understanding Managed Futures by Pederson, Ooi, Hurst Capital*

- **Institutional Asset Allocation**

Asset Allocation: How to invest an institutional portfolio?

Private Equity and Illiquid Assets

Liability Driven Investing

*Read: Case: Harvard Management Company (HBS Case)*

### **Unit 4:**

- **Emerging Markets**

Value Investing in India

*Read: Case: Thomas Cook India*

How is India different from developed markets? And, other emerging markets?

- **Risk and Governance**

Risk and Governance

Risk management, compensation, and careers

Incompatible priorities, non-aligned incentives

Even if incentives were aligned, measurement and estimation is difficult

Organizational risk

The manager's dilemma revisited

The person in charge has to understand fully all the financial economics of the risk positions



## **AFA 3: ADVANCED CONCEPTS IN MANAGEMENT ACCOUNTING AND CONTROL**

### **Objectives:**

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

- Identify and describe the management control environment;
- Describe the sequential steps in the typical management control process;
- Describe and design performance measurement systems

### **Unit 1:**

- Basic concepts
- Boundaries of management control
- Strategy and Goals
- Goal congruence
- Informal factors that influence goal congruence
- The formal control system
- Types of organizations
- Case: Nucor Corporation (A)
- Responsibility centers Revenue centers
- Expense centers
- Case: Vershire Company
- Profit Centers and Transfer Pricing
- Business units as profit centers
- Transfer pricing
- Objectives of transfer pricing
- Transfer pricing methods
- Pricing corporate services
- Case: North Country Auto

### **Unit 2:**

- Transfer Pricing Problems
- Pricing corporate services
- Problems in transfer pricing
- Administration of transfer prices
- Case: Birch Paper Company
- Investment Centers
- Structure of the analysis



- Measuring assets employed
- EVA vs. ROI
- Alternative approaches to evaluating managers
- Evaluating the economic performance of the entity
- Case: Quality Metal Corporation

### **Unit 3:**

- Planning and Budgeting
- Nature of Strategic Planning
- Analyzing ongoing and proposed programs
- Profit Planning and Budgeting
- Behavioral and organizational spillovers of Budgets
- Case: Allied Office Products
- Case: New York Times
- Performance Measurement and Analysis
- Beyond Budgeting
- Calculating and Analyzing Variances
- Limitations of Variance Analysis
- Variance Analysis Problems
- Case: Solartronics
- Case: Svenska Handelbanken

### **Unit 4:**

- Performance Measurement
- Performance Measurement Systems
- Interactive Control Systems
- Introduction to Balanced Scorecard
- Wells Fargo Online Financial Services (A)(198146-PDF-ENG)
- Performance measurement and Controls for
- Differentiated Strategies
- Corporate Strategy
- Business Unit Strategy
- Top Management Style
- Case: Pelican Instruments
- Compensation, Incentives and Motivation
- Incentives and Agency Theory
- Compensation Plans



- Review
- Case: Crown Point Cabinetry

**Reference Textbook:**

**MANAGEMENT CONTROL SYSTEMS**, First European Edition, 2014 by Anthony, Govindarajan, Hartmann, Kraus, and Nilsson

## **AFA 4: ADVANCED FUNDAMENTAL ANALYSIS, MODELING AND VALUATION**

**Course description and objectives:**

The purpose of this course is to learn about drivers of fundamental value and risk that affect financial valuation and strategy - by analyzing financial statements of businesses (companies) in different industries. This is a course in fundamental analysis.

This is an advanced course that goes into the details of footnote analysis, accounting rules, and financial presentations. This course builds on the material you learned in Financial Accounting and Corporate Finance. If your basics are solid and you are interested in learning how to read financial statements; if you wish to learn to apply forensic analysis to understand value and risk; this course is for you. We will build our models in excel – but this is not a course in excel. It is highly recommended that you already have a working knowledge of how to build formulas in excel before you come to this class.

By the end of the course, you (the student) should be able to perform a thorough, credible analysis of investments (or credit) that meets a high standard. This course should be of interest to those contemplating careers in investment banking, security analysis, private equity, hedge funds, and corporate finance. It is designed as an advanced elective for finance majors. But, it will also be of interest to analytics and strategy majors because of the data intensive analysis required and the focus on valuation and financial strategy.

**Unit 1:**

- Introduction to Fundamental Analysis and valuation How to read a 10-K.
- In class examples: Pfizer, Cisco, Walmart. In class exercises.
- Basics of fundamental analysis
- Fundamental factors that affect business performance. Return analysis (ROA, ROE, ROIC) In class exercises.



### Unit 2:

- Concluding discussion on return analysis (RNOA). Valuation methodologies P/E, EV/EBITDA, PEG. Time value of money. In Class exercise.
- Discussion of multiple period valuation methodologies – DCF and Residual income Models Determining WACC, Recasting the cash flow statement. Terminal value analysis In class Exercise.

### Unit 3:

- Completion of discussion on multi-period valuation methodologies (DCF and RI models) Introduction to modeling (Bring your computers to class) In class exercise.
- Introduction to modeling. Modeling the income statement (Revenues, costs) In class case/exercise.

### Unit 4:

- Modeling the income statement (Taxes, Non-controlling interest)
- Modeling the balance sheet and cash flows (Working Capital, PP&E, Intangibles) In class exercises.
- Modeling the balance sheet and cash flows (Equity, Debt, Interest) Testing the model. Building a DCF. In class exercises.
- Credit Analysis;
- EPS In class exercises.

## AMS1: CONSUMER BEHAVIOR

### Course Overview and Description:

*“Nothing is so powerful as an insight into human nature... what compulsions drive a man, what instincts dominate his action... if you know these things about a man you can touch him at the core of his being.”* William Bernbach, 1911-1982

True insight into how consumers feel, think, choose, consume, and evaluate is the foundation of many organizations’ business success. Virtually all decisions involved in developing an effective marketing mix for a product or service rely on in-depth understanding of the



consumers who comprise the target market. Thus, a clear understanding of the principles and processes of consumer behavior is critical to evaluating and developing effective marketing strategies. While all of us are consumers ourselves, our intuitions about our own behavior as well as that of other consumers are unfortunately often inaccurate.

The primary objective of this course is to help each participant become an incisive discoverer of strategic consumer insights. Discovery is both an attitude and a practical skill. It goes beyond surface level intuitions, and involves venturing into the unknown and encountering consumers in uncharted territories, examining and analyzing their behavior critically, and uncovering bits of truth that can steer managerial action. Toward this end, this course is designed to provide participants with a comprehensive coverage of frameworks, concepts, tools, and techniques to get into the minds of consumers, with an emphasis on uncovering, generating, and interpreting business-relevant consumer insights. Relevant theories and research in behavioral sciences will be discussed with the overarching goal of understanding and influencing consumer behavior. As such, the objective of this course is to provide managers with tools, techniques, and theories to aid the process of uncovering consumer insights and using these insights to develop marketing strategies. The course is designed around how to uncover customer insights, and apply them to make profitable decisions at a strategic and tactical level.

Successful business strategies start with gaining consumer insights which are the basis for designing the value proposition to the target segment, product offering, pricing, advertising and communication.

This course is targeted at intellectually motivated students interested in pursuing careers in general management, marketing, entrepreneurship, business consulting, media and advertising, as well as not-for-profit marketing. The format will be learning through action and engagement with in-class exercises, in addition to more traditional lectures, readings, and case analyses.

***Recommended Readings:***

As further background reading, you might also find the following books insightful:

- 1) Consumer Behavior (6th Edition) by Wayne D. Hoyer, Deborah J. MacInnis, and Rik Pieters, South-Western, 2013. This is an excellent book that provides a relatively encyclopedic reference to consumer behavior concepts.
- 2) Influence: The Psychology of Persuasion (Revised Edition) by Robert B. Cialdini, Collins Business, 2006. This is a classic on the science of persuasion and named among the most important books written for marketers in the last 10 years by the Journal of Marketing Research.





- 3) Why We Buy: The Science of Shopping (Revised Edition) by Paco Underhill, Simon & Schuster, 2008. This is another classic that includes a range of insights on shopping behavior.
- 4) Predictably Irrational: The Hidden Forces that Shape Our Decisions (Revised and Expanded Edition) by Dan Ariely, Harper, 2010. This is a popular bestseller by a leading behavior economist and consumer psychologist that highlights some of the recent insights in consumer behavior.

### Unit 1:

- Topic: Course Description and Introduction

Market Orientation, Analysis, and Performance

Preparation: 1. Note on Market Analysis

- Topic: Market Analysis and Performance

Preparation: 1. Case: Black and Decker (A)

Q1. Why is Makita outselling Black & Decker 8 to 1 in an account which gives them equal shelf space?

Q2. Why are Black & Decker's shares of the two professional segments -- Industrial and Tradesmen -- so different? Wouldn't you expect them to be similar?

Q3. What, if anything, do you learn from Black & Decker's consumer research?

Q4. Joe Galli's objective is "to develop and gain corporate support for a viable program to challenge Makita for leadership" in the Tradesmen category (p.1). To gain support, the minimal share objective would have to be "nearly 20% within three years, with major share 'take away' from Makita." How realistic is this?

Q5. If you think Galli should pursue a "build share" strategy, what actions do you recommend? Does the DeWalt idea have any merit? How about the subbranding option?

Q6. Be specific about what you would do and remember you have at least three audiences to please: the consumer (the Tradesman), the retailer, as well as Nolan Archibald and Gary DiCamillo.

- Topic: Consumer Behavior and Marketing Strategy

Preparation: 1. The Seven Questions of Marketing Strategy

- Topics: Consumer Behavior and Marketing Strategy



Preparation: Case: Cofidis

Suggested questions for case preparation:

Q1. Why does Cofidis own a bicycling team? Discuss the advantages and disadvantages of this strategy relative to conventional media such as television advertising. What has been the impact of sponsorship over time?

Q2. Is direct marketing a sustainable competitive advantage for Cofidis in the consumer credit industry?

Q3. What is the Cofidis Customer Value Proposition (CVP)? Does your answer to this question change your answer to Q2. above? Why or why not?

## Unit 2:

- Topic: Listening to the Voice of the Customer

Preparation: 1. Better Customer Insight – in Real Time

2. Tuning In to the Voice of Your Customer

- Topic: Listening to the Voice of the Customer

Preparation: 1. Case: Communispace

Suggested questions for case preparation:

Q1. As a brand manager, would you use Communispace's service? When would you use it? When would you not use it? What are the advantages and disadvantages of this marketing research tool compared with alternative methods?

Q2. What is Communispace's competitive advantage? How is the company creating value?

Q3. What do you think of Communispace's business model? How is it different from traditional marketing research companies?

Q4. If you were Diane Hesson, would you launch a WOM product? What impact will this have on the company brand?

- Topic: Customer Segmentation

Preparation: 1. Market Segmentation, Target Market Selection, and Positioning

Preparation: 1. Case: The New Beetle



Suggested questions for case preparation:

Q1. How would you segment the market (remember that a segmentation scheme must consist of mutually exclusive categories, and that the set of categories must be exhaustive)

Q2. Who would you target? Why them?

Q3. For this target, what is the total potential market? If people buy a new car every 6 years, what share of the annual sales to your target market must the Beetle achieve to sell out their 55,000 cars?

### Unit 3:

- Topic: Attention and Perception

Preparation: 1. Analyzing Consumer Perceptions  
2. The New Science of Viral Ads

- Topic: Attention and Perception

Preparation: 1. Case: Introducing New Coke

Suggested questions for case preparation:

Q1. Why did Coke decide to introduce a New Coke formula? On what basis did Coke justify its decision to launch New Coke?

Q2. Why was Coke's research into New Coke flawed?

- Topic: Social, Cross-cultural, and Situational Influences

Preparation: 1. Influence of Social Media on Purchase Decisions in High-Involvement Categories  
2. Winning the \$30 Trillion Decathlon: Going for Gold in Emerging Markets

- Topic: Social and Situational Influences

Preparation: 1. Case: BMW Films

Suggested questions for case preparation:

Q1. What were the goals of the BMW Films campaign? How successful was the campaign in achieving those goals?



Q2. Describe the typical North American BMW customer? How do these consumers differ from consumers of other luxury brands?

Q3. Who was the target market for the BMW films? Could the films offend BMW's typical consumers? What steps were taken to avoid this possibility?

Q4. What should McDowell do? Which option should he pick and why?

- Topic: Pricing

Preparation: 1. Customer-Centric Pricing: The Surprising Secret to Profitability

- Topic: Pricing

Preparation: 1. Case: Biopure

Suggested questions for case preparation:

Q1. What are the reasons for and against launching Oxyglobin immediately?

Q2. Assess the market potential for Oxyglobin and Hemopure.

Q3. What, if any, is the impact of Oxyglobin's pricing on Hemopure?

Q4. Identify and assess the challenges of going to market with Oxyglobin.

#### **Unit 4:**

- Topic: Post-Purchase Behavior and Satisfaction

Preparation: 1. Beating the Market with Customer Satisfaction

2. Avoiding the Customer Satisfaction Rut

- Topic: Post-Purchase Behavior and Satisfaction

Preparation: 1. Case: Starbucks: Delivering Customer Service

Suggested questions for case preparation:

Q1. What factors account for the extraordinary success of Starbucks in the early 1990's? What was so compelling about the Starbucks customer value proposition? What brand image did Starbucks develop during this period?

Q2. Why have Starbucks customer satisfaction scores declined? Has the company service declined or is it measuring satisfaction the wrong way?



Q3. How does the Starbucks of 2002 differ from that of 1992?

Q4. Describe the idea Starbucks customer from a profitability standpoint. What would it take to ensure that this customer is highly satisfied? How valuable is a highly satisfied customer to Starbucks?

- Topic: Customer Lifetime Value and CRM

Preparation: 1. Customer Profitability and Lifetime Value

- Topic: Customer Lifetime Value and CRM

Preparation: 1. Case: Rosewood Hotels and Resorts: Branding to Increase Customer Profitability and Lifetime Value

Suggested questions for case preparation:

Q1. Why is Rosewood considering a new brand strategy?

Q2. What are the pros and cons of moving from individual brands to a corporate brand?

Q3. Will the move to corporate branding maximize customer lifetime value?

- Topic: Creating Social Value and Consumer Preferences

Course Conclusion

Preparation: 1. Creating Shared Value

- Topic: Creating Social Value and Consumer Preferences

Course Conclusion

Preparation: 1. Case: The Aravind Eye Hospital, Madurai, India: In Service for Sight

Q1. Identify key factors that have led to Aravind's success?

Q2. What has Dr. V's role in all of this?

Q3. How do you evaluate the quality of service at the free hospital? At the paying hospital?

Q4. What has been the role of Aravind's clinical and support staff in all this? Are they dedicated or do they have an ulterior motive?

Q5. Are there any weaknesses at all with the Aravind model of delivering eye care?

Q6. How are its eye camps performing?



Q7. How should Dr. V expand the Aravind model to other parts of India, Asia, Africa?

## **AMS2: MARKETING STRATEGY**

**Course Objective:** Marketing is a key driver of value in business and has evolved significantly over the years from company-initiated, external communications campaigns to a strategic set of internal and external plans and actions designed to generate sustainable and profitable customer relationships. Marketers must understand how functional and operational marketing links with inter-functional management, and this course provides an execution perspective on strategy. Further, it provides a perspective on how effective leadership in marketing roles builds success in a rapidly evolving business environment, where sustainability is the next paradigm. Whether called Marketing Strategy, Strategic Marketing Planning, Strategic Brand Management, this course is usually offered as a capstone course. It challenges students to “pull it all together” and introduces a macro-marketing perspective while integrating earlier courses in marketing and other disciplines.

**PRE-REQUISITES: Core:** Marketing Management; Marketing Research; Strategy; Micro-Economics; Corporate Finance; Business & Government; **Useful Prior Electives:** Consumer Insights/ Consumer Behaviour; Sales & Business Development. **Complementary Courses:** Advanced Business Strategy.

### **Unit 1: Goals and Objectives in Marketing Strategy. Aligning Marketing and the Business.**

Marketing Today - Business Marketing Management: Guiding Principles, Understand the role of marketing in the organization, CEO and CMO perspectives. Learn key marketing frameworks with strengths and shortcomings of these traditional tools, Growth Opportunities, Market Planning Framework, Competitive analysis, Managing Market Offerings, Using segmentation, targeting and positioning.

### **Unit 2: Market Entry to Growth Markets**

Strategic Marketing for Pioneers, Creating project plans to focus product development, Relational Stakeholders, Innovating in Marketing. To forecast adoption of a next-generation innovation; how new benefits will be perceived by existing users of a technology. Growth Market Strategies for Market Leaders, Share Growth Strategies for Followers. Branding, Understand Brand and Integrated Marketing, Communications, Consider branding options and product policy in Global Marketing, Media Campaigns, Channel Strategies



### **Unit 3: From Growth Markets to Mature & Declining Markets**

Mature and Declining market choices, Acquisition v Retention Marketing, Analyze customer acquisition, retention, loyalty through innovation, Channel strategies, Explore installed base marketing, and cannibalization, Customer Value-in-Use approaches. Transaction model vs Relational Models.

### **Unit 4: Interdisciplinary issues in Marketing Strategy**

Consideration how other important stakeholders (competitors, customers, internal managers, and the sales force) can potentially impact the implementation of marketing strategy. Open business models. Appropriate marketing planning for marketing systems & macro-marketing.

#### **Suggested Readings:**

- *Marketing Strategy : A Decision Focused Approach* (Paperback). **Author:** Orville C. Walker , John Mullins **Publisher:** Tata McGraw - Hill Education
- Coursepack of articles and cases.

## **AMS 3: SALES AND BUSINESS DEVELOPMENT**

**Course Objective:** To survive companies must sell. Selling situations vary dramatically – from repetitive short sales-cycles to long ones of large systems, from complex new products to mature commodity products, with specialty salesforces to multi-product reps, niche market segments to mass-markets, from individual customers to national or global accounts. Today's sales professional is responsible for Business Development as well as Sales. S&BD integrates customer identification; distributor franchising; acquiring and retaining market share; sales promotions – to trade as well as consumer; salesforce structure, planning, training, compensation and evaluation; market potential assessments and corresponding distribution development; price promotions and discounts; delivery, and support, among other decisions. The main aim of this course is to expose you to the models, tactics and tools you need to succeed at these responsibilities in today's complex world of sales and business development.



**PRE-REQUISITES:**

**Core:** Marketing Management; Marketing Research; Micro-Economics; **Useful Prior Electives:** Corporate Finance; Consumer Insights/ Consumer Behaviour. **Complementary Courses:** Negotiation.

**Unit 1:** Introduction to Sales Management. Salesforce Organization & Structures.

Segmenting for Sales for sales force planning. How is a customer unique. How can we determine customer value. Customer Value Analysis and Lifetime Value. What are the implications of these customer differences for Sales and Business Development. The process for restoring problematic customers to profitability and for determining when divesting them is unavoidable

**Unit 2:** Sales funnel and Marketing funnels. Aligning marketing and sales. Quantifying sales response & forecasts.

Buy Situations, Organizational Buying Behavior. Account Management. To learn a three-step process salespeople can use to persuade cost-conscious customers to purchase their companies' offerings.

Types of Selling, Who are our most important customers? How do we put them in charge of our company? To examine the development and implementation of key account sales strategy within the context of business strategy and established organizational processes.

To understand cross-selling, up-selling and customer relations over time.

**Unit 3:** Business developments & collaborations. Transactional & Relational selling.

To expose students to the "business development" function in Internet space and explore the nature of partnerships with other companies. Trade Relations & Business Development, The use of business development to enhance and extend a company's strategic position.

Transactional versus Relational Selling. Salesforce compensation.

**Unit 4:** Salesforce in the Marketing Mix. Sales Promotions

Marketing Channel Design, Retailing and distribution, Personal selling/sales force management, Business-to-business MarCom, Trade Shows, New product marketing relationships between a manufacturer and distributors

Promo Mix. Push & Pull marketing for Sales, POP / POS Decisions, Sales & price promotion/integrated marketing communications (IMC) for consumer packaged goods (CPG).

Use of retail scanner data. Budgeting & Return on Marketing Investments.

**Suggested Readings:** *Customer Centered Selling*. Robert L Jolles. Latest Edition.





## **AMS 4: BRAND AND PRODUCT MANAGEMENT**

**Title:** Product Strategy Management  
**Prerequisite:** Marketing Management (Basic Course)

### **Course Brief:**

Organizations today are in constant tension to deliver new offerings that will attract early adopters but can withstand the constant competitive pressure of cost and features when it succeeds to reach the mainstream. Thus Products need to be actively managed across their life cycles and success depends on managing the creative tension of multiple simultaneous challenges.

The course relies on blending learning by doing and case based inductive learning.

### **Unit 1:**

- Introduction to Products-Market-Strategy as an Ecosystem (Reading +Case Study)
- Opportunity Sensing to Concept Innovation (+ CVP based Protocepting Assignment)

### **Unit 2:**

- Voice of Customer -Tools for Concept Shaping (+ Field Work and Modeling)
- Path to market and Managing over PLC
- Prototyping --From Ideation to Rough Prototyping Project

### **Selected Text:**

- Product Strategy Management by Baker & Hart, 2<sup>nd</sup> Edition, Pearson India
- Innovation Management and New Product Development by Trott, 4<sup>th</sup> Edition, Pearson India
- Value Proposition Design by Osterwalder & others, 2015 Edition, Wiley India

### **Reference Books:**

- Product Design by Shetty, 2016 Edition, Cengage India
- Getting Design Right by Jackson, CRC Press
- Venture Design by Knott, Sage Publications



**Title:** Brand Management  
**Prerequisite:** Marketing Management (Basic course)

**Course Brief:**

Brand Management success depends on managing the dynamics of the business model evolution that can navigate parity and differentiation trade-offs -the challenge of 'perennial renaissance'.

The course relies on a multidisciplinary approach to Brand -design, engineering and marketing in response to today's need for the whole solution.

**Unit 3:**

- The Strategic framework of Brands and Branding-Positions ( + Case Study )
- Customer-based Brand Equity ( + class exercise )
- Choosing Brand Elements to build Brand Equity

**Unit 4:**

- Brand Marketing Programs ( + Case Study and Exercise )
- Measuring Brand Equity
- Brand Life cycle Management
- Brands , Social Media and Networks

**Selected Text:**

- Strategic Brand Management by Keller, K. L., Parameswaran, M. G., & Jacob, I., 4th Edition, Pearson

**Reference Books:**

- Strategic Brand Management by Kapferer, J. N, Kogan Page India Private Limited
- Creating Powerful Brands by Chernatony, McDonald and Wallace, Routledge



## **AIS1: E-COMMERCE**

**Course Description:** This course is aimed at providing the student with an in-depth understanding of the still emerging field of E-Commerce. By the end of the course, the student will be able to understand the various elements that are fundamental for a successful E-Commerce enterprise and develop a business plan for developing one such E-Commerce site.

Topics covered include:

- overview of the E-Commerce landscape in India and the world
- Component of a basic E-Commerce business
- E-Commerce business models
- E-commerce and E-Business
- Technical fundamentals required for E-Commerce
- E-Commerce marketing concepts and communications
- Security and Payment systems,.
- Role of Social Networks
- B2B E-Commerce
- mCommerce – mobile E-Commerce
- Ethical and other issues involved in E-Commerce

### **Unit 1:**

#### **Introduction – I**

- Course objectives
- Course parameters
- Overview of the E-Commerce scenario in India
- ACTIVITY: Explore one well known E-Commerce sites in detail

#### **Introduction – II**

- A bit of history
- Characteristics and types of E-Commerce
- Technology, business and social aspects of E-Commerce
- ACTIVITY: Study the series of articles provided

#### **E-Commerce Business models**

- B2C, B2B, C2C, etc
- Sub categories – e-Retail, Content Provider, e-Marketplace, etc
- ACTIVITY: Identify and visit an example of each type of E-Commerce site

### **Disintermediation v/s Aggregation**

- Disintermediation model (Amazon)
- Aggregation model (Uber, Ola)
- ACTIVITY: Compare Uber and Ola

### **E-Commerce Infrastructure**

- Internet and the Web
- Cloud Services (IaaS), PaaS, SaaS)
- ACTIVITY: Compare AWS and Azure

## **Unit 2:**

### **E-Commerce Infrastructure**

- Mobile E-Commerce
- Apps
- ACTIVITY: Make a list of Apps on your Smartphone

### **Building an E-Commerce presence**

- Development,
- Implementation and
- Maintenance

### **Quiz – I**

#### **E-Commerce Security**

- Basic Concepts of E-Commerce Security
- Privacy issues
- ACTIVITY: Case Study: The Sony hacking incident
- Identity theft/Phishing
- DOS attacks
- Malware
- BOT attacks
- ACTIVITY: Identify the top Stored value systems in India

#### **E-Commerce Payment Systems**

- Card based payment systems
- Payment gateway/ePayment
- Online transfers, Stored Value systems
- Crypto currencies
- READING: Case studies as suggested

## **Unit 3:**

### **E-Commerce Marketing Concepts – I**

- Traditional marketing channels
- Digital channels

- Social media channels

**E-Commerce Marketing Concepts – II**

- Locational marketing channels
- Long-tail marketing

**Mobile Commerce/M-Commerce**

- Overview of market
- Leveraging Apps

**Quiz – II**

**E-Commerce – Online Retailing**

**Unit 4:**

**E-Commerce – Services**

- Online services – classifieds, matrimonial, etc
- Financial services
- Content/Streaming services
- Case Study: Netflix

**E-Commerce – B2B & Supply Chain Management**

- E-Procurement
- E-Marketplaces/Reverse auctions/Consortia
- E-Business
- Supply Chain and integration with ERP
- Case Study: Exostar, Covisint

**E-Commerce - other issues**

- Fulfillment
- logistics
- Maintenance
- Customer loyalty management
- E-Commerce – Ethical, Social and Legal Issues

**Text Book:** The major text used for the course is E-Commerce 2013 – by K.C. Laudon and C.G. Traver



## **AIS2: BUSINESS ANALYTICS**

**Objective:** To provide training to students in basic tools of data analytics as used by business organizations

### **Unit 1:** Data Processing (8 lectures)

Numerical and categorical data; discretization; data cleansing; dealing with missing data; aggregation; dimension reduction; outlier detection

### **Unit 2:** Supervised Learning (12 lectures)

Multiple linear regression: modeling and variable selection; use in predictive analytics; logistic regression: applications in credit scoring and CRM metrics; regression and classification trees

### **Unit 3:** Unsupervised Learning (12 lectures)

Clustering methods and segmentation: k-means; hierarchical clustering using dendrograms; association rules: frequent itemsets with support and confidence; applications to market basket analysis

### **Unit 4:** Unstructured Data (8 lectures)

Text mining: preprocessing text; documents and terms; sentiment analysis; introduction to network analysis and web mining; temporal and streaming data; basics of multimedia analytics

**Suggested Reading** (recent and, if available, low-price editions):

1. Dinesh Kumar, U. *Business Analytics*, Wiley
2. Winston, W.L. *Marketing Analytics*, Wiley
3. Prasad, R.N. and Acharya, S *Fundamentals of Business Analytics*, Wiley

## **AIS 3: DATA DRIVEN DECISION MAKING AND DESIGN**

**Objective:** To familiarize students with the range of issues that data-driven business organizations face and the business decisions that are facilitated by data



**Unit 1: Data Analytics in Business (12 lectures)**

Use of data in making business decisions; commercial analytics such as sales lead generation; operational analytics such as logistics; financial analytics such as forecasting for valuation; HR analytics for compensation

**Unit 2: Visualization and Dashboards (12 lectures)**

Key Performance Indicators (KPI) of businesses and business units; visual presentation of KPIs; charts and drill-down mechanisms; availability of dashboards; web pages and apps

**Unit 3: Organizational Design (8 lectures)**

Characteristics of data-driven organizations; maintaining cost control and operational efficiency; aligning responsibilities and ownership of KPI metrics; distributed leadership using shared data

**Unit 4: Ethics, Compliance, and Traceability (8 lectures)**

Using data and information responsibly; data security and access control; compliance with standards such as ISO; quality control with data and documentation; audit trails and accountability of data access and usage

**Suggested Reading** (recent and, if available, low-price editions):

1. Han, J., Kamber, K, and Pei, J. *Data Mining*, Morgan Kaufman
2. Davenport, T.H. and Harris, J.G. *Competing on Analytics*, HBR Press
3. Mayer-Schonberger, V. and Cukier, K *Big Data*, John Murray

## **AIS 4: DIGITAL INTERACTIVE MARKETING**

**Overview:**

Digital interactive marketing is changing the face of corporations. The interactivity and rich analytics that accompany interactive marketing techniques allows managers to make pinpoint investments. I hope that this class is of great value to your career.

**Unit 1:**

1) Marketing Fundamentals Refresher (1 hour)

- 4Ps and 3Cs
- Segmentation and targeting
- RFM Modeling
  - Reading: <http://info.wealthengine.com/rs/wealthengine/images/rfm.pdf>
- Customer Lifetime Value
  - Reading: <https://hbr.org/2014/07/how-valuable-are-your-customers/>
  - **Deep Dive:** <http://blogs.darden.virginia.edu/venkatesanr/files/2012/07/power-of-clv-ibm-practice-prize.pdf>

2) Understanding the technologies that form the basis of interactive marketing (1 hour 15 minutes)

- Understanding the Internet and Web.
  - Power Law of traffic, linking.
- Understanding search engines.
  - Index= network of pages
  - Snippets
  - Crawlers
- Mobile technologies.
  - iPhone=Walled garden; Android= Open source
- Social media.
  - Concept of social graph.
  - Facebook=network of people
  - Accountability in Marketing
    - Classic advertising response
      - ADBUDJ model
      - The do-nothing comparison
  - Customer Value Added

**Readings:**

Introduction to ADBUDJ

<https://faculty.biu.ac.il/~fruchtg/829/lec/7.pdf>

Industry survey on marketing metrics and accountability-

<http://sgo.sagepub.com/content/spsgo/3/3/2158244013501332.full.pdf>



Introduction to CVA-

[https://www0.gsb.columbia.edu/mygsb/faculty/research/pubfiles/5032/Sexton\\_Sen\\_Gorti.pdf](https://www0.gsb.columbia.edu/mygsb/faculty/research/pubfiles/5032/Sexton_Sen_Gorti.pdf)

## Unit 2:

### 3) How search works

<https://www.youtube.com/watch?v=BNHR6IQJGZs>

- Introduction to Search Engine Optimization
  - Overview of SEO
  - The mathematics of Page Rank.

Readings for Search Engine Optimization-

<http://static.googleusercontent.com/media/www.google.com/en/us/webmasters/docs/search-engine-optimization-starter-guide.pdf>

<http://searchengineland.com/guide/seo>

### **Readings:**

- Google adwords
  - a. How adwords works  
<https://support.google.com/partners/answer/2497976?hl=en>
  - b. Creating your ad campaign  
[https://support.google.com/adwords/answer/1704395?hl=en&ref\\_topic=3121941](https://support.google.com/adwords/answer/1704395?hl=en&ref_topic=3121941)
  - c. Choosing the campaign type that's right for you  
<https://support.google.com/adwords/answer/2567043?hl=en>
  - d. Choose your bid and budget  
<https://support.google.com/adwords/answer/2375454?hl=en>
  - Understanding Google's second price auction.  
<https://youtu.be/PjOHTFRaBWA>  
[https://youtu.be/qwuUe5kq\\_O8](https://youtu.be/qwuUe5kq_O8)

### Supplementary Readings:

- Overview of search engine marketing  
<http://www.google.com/onlinechallenge/dmc/dmc-sem.html>
- Overview of Google AdWords  
<https://www.google.com/adwords/benefits/>
- Google Adwords: Keywords
  - a. How keywords work  
[https://support.google.com/adwords/answer/1704371?hl=en&ref\\_topic=3119131](https://support.google.com/adwords/answer/1704371?hl=en&ref_topic=3119131)

- b. How placements and keywords work together  
[https://support.google.com/adwords/answer/2580292?hl=en&ref\\_topic=3119131](https://support.google.com/adwords/answer/2580292?hl=en&ref_topic=3119131)
  - c. How to build the best keyword list  
[https://support.google.com/adwords/answer/2453981?hl=en&ref\\_topic=3122865](https://support.google.com/adwords/answer/2453981?hl=en&ref_topic=3122865)
  - d. Improve your keywords for the Search Network  
[https://support.google.com/adwords/answer/2453976?hl=en&ref\\_topic=3122868](https://support.google.com/adwords/answer/2453976?hl=en&ref_topic=3122868)
  - Tips for online success  
<http://www.google.com/help/places/partners/sba/index.html>
  - Get your ads to show on the first page  
[https://support.google.com/adwords/answer/2472742?hl=en&ref\\_topic=3122864](https://support.google.com/adwords/answer/2472742?hl=en&ref_topic=3122864)
- 4) Performance monitoring and Attribution Modeling
- **Performance monitoring and reporting**
    - a. Measuring paid and organic search results  
[https://support.google.com/adwords/answer/3097241?hl=en&ref\\_topic=3122882](https://support.google.com/adwords/answer/3097241?hl=en&ref_topic=3122882)
    - b. Check and understand quality score  
[https://support.google.com/adwords/answer/2454010?hl=en&ref\\_topic=3122882](https://support.google.com/adwords/answer/2454010?hl=en&ref_topic=3122882)
    - c. Understanding landing page experience  
[https://support.google.com/adwords/answer/2404197?hl=en&ref\\_topic=3122882](https://support.google.com/adwords/answer/2404197?hl=en&ref_topic=3122882)
    - d. Understanding search term report  
[https://support.google.com/adwords/answer/2472708?hl=en&ref\\_topic=3122882](https://support.google.com/adwords/answer/2472708?hl=en&ref_topic=3122882)
  - **Conversion tracking and attribution model**
    - a. Understanding conversion tracking  
<https://support.google.com/adwords/answer/1722022?hl=en>
    - b. Estimated conversions  
<https://support.google.com/adwords/answer/3419678?hl=en>
    - c. Search funnel report and conversion data  
<https://support.google.com/adwords/answer/1722023?hl=en>
    - d. Attribution modeling overview  
<https://support.google.com/analytics/answer/1662518?hl=en>

### Unit 3:

#### 5) Focus on Churn

[https://cdn2.hubspot.net/hub/171901/file-18462400-pdf/ebooks/simple\\_guide\\_to\\_churn\\_analysis.pdf](https://cdn2.hubspot.net/hub/171901/file-18462400-pdf/ebooks/simple_guide_to_churn_analysis.pdf)

- App churn presentation
- Omnichannel Marketing

- a. <http://99389322b1b66d577ffa-a5501fcf3ce6bda6b40acf76374f90fd.r49.cf2.rackcdn.com/54412-SAS.pdf>
- b. <https://www.pwc.fi/fi/julkaisut/tiedostot/2015-global-omnichannel-retail-index.pdf>
- c. <https://www2.deloitte.com/content/dam/Deloitte/se/Documents/technology/Omnichannel-2015.pdf>

6) Social media practicum

- Follower Wonk- <https://moz.com/followerwonk/compare>
- Hootsuite- <http://www.hootsuite.com>
- YouTube Trends Dashboard- <https://www.youtube.com/feed/trending>
- Other tools to be revealed.
  
- Introduction to Social Media and the Social Graph
  - Readings: (.pdfs to be shared with you)
  - Anatomy of the Facebook Social Graph
  - The Benefits of Facebook “Friends”- Social Capital
  - Connection strategies

**Unit 4:**

7) Machine learning/AI and interactive marketing

- Four Use Cases: <https://www.martechadvisor.com/articles/customer-experience/four-use-cases-of-machine-learning-in-marketing/>
- Chatbots: <http://www.marketing-interactive.com/features/hello-bot-everybody-will-talking-ai/>

<https://www.linkdex.com/en-us/inked/the-marketers-guide-to-bots-everything-you-need-to-know/>

- Information privacy
  1. Literature review paper
  2. <https://www.emc.com/collateral/brochure/privacy-index-global-in-depth-results.pdf>

8) Virality assignment presentations and IKIGAI assignment presentations