# ICFAI Business School (IBS) Hyderabad

Constituent of
The ICFAI Foundation for Higher Education (IFHE)

# Program Curriculum Document

## The Executive MBA Program






# ICFAI Business School (IBS), Hyderabad
# Program Curriculum Document

## CONTENTS


Mission & Vision

1. Introduction
2. Admission Modalities & Registration
3. Program Structure & Requirements
4. Course Description
4. Teaching & Evaluation
5. Grading Policy
6. Summer Internship Program
7. Repeating Courses
9. Awards & Medals

## MISSION

To offer high-quality management programs that equip students with the right knowledge, skills and attitudes required to succeed in a dynamic world.

**Knowledge:** The right knowledge implies relevant, contemporary and cutting-edge knowledge obtained through research and practice which empowers students to think and act independently, creatively and ethically.

**Skills:** The right skills enable students to think through complex problems, analyze them critically and find solutions quickly in a changing market environment.

**Attitudes**: The right attitudes help students put their thoughts, feelings, behaviors and actions in place while handling tough situations.

## VISION

To be a leader in management education through Industry- focused curriculum, case-based learning and applied research.

# 1. Introduction

ICFAI Business School (IBS), Hyderabad is a constituent of the ICFAI Foundation for Higher Education (IFHE). The ICFAI Foundation for Higher Education is a Deemed-to-be University u/s 3 of the UGC Act 1956. The University is governed by the Rules & Regulations, Code of Conduct and Ethics made through its policy making bodies such as Academic Council, Planning and Monitoring Board, Internal Quality Assurance Cell and Board of Management.

The major programs offered at IBS-Hyderabad are MBA, BBA, BA Economics and PhD. The academic units of IBS-Hyderabad are organized around five departments: finance and accounting, marketing and strategy, economics, operations and IT, and human resources and soft skills. The faculty pool at IBS-Hyderabad is a good blend of people from the industry and academia with majority having PhDs. There are 170 faculty members in the business school currently. The Case Research Centre of the school develops business cases on an average of over 100 cases per year, which are being used around the world for teaching, in textbooks, and industry. The Center for Management Development of the school provides opportunities for faculty members in interfacing with industry. IBS-Hyderabad emphasizes student-centric learning supported by continuous evaluation and feedback. It offers a largely case study based pedagogy for the MBA program. Case studies allow students to step into the shoes of the decision makers and deal with issues faced by managers. The students go through around 500 national and international case studies including those from Harvard Business School.

In consonance with its mission and vision, ICFAI Business School (IBS) seeks to develop leaders in management with a perfect blend of attitudes, skills and knowledge through an industry focused

curriculum and case-based pedagogy. The MBA program provides a broad perspective in all functional areas of management. The courses offered in the program are practice-oriented, with emphasis on the application of principles, tools and concepts to meet business challenges. Courses are carefully designed to develop a managerial perspective in the students, help them in formulating and implementing corporate strategy and taking critical business decisions.

This document provides information to students on the program structure, registration modalities, teaching, evaluation, internships, grading, summer term, minimum academic requirement, graduation requirements, fee & scholarships and general information. It is intended to be a source of reference on how the program is conducted.

## 2. Admission Modalities and Registration

**Eligibility**

Graduate (any discipline) with 50% and above marks (as calculated by respective University) with medium of instruction as English.

Applicants must have work experience in managerial or supervisory positions for at least 2 years.

All applicants should have completed a minimum of 15 years of education (10+2+ 3 or 1 0+2+4 basis).

Candidates not meeting the eligibility criteria of English medium in graduation have to submit the TOEFL/ NELT/ IELTS score by April 30th, 2021.

**Admission Procedure**

The applicants will be shortlisted based on their academic qualifications and work experience.

The shortlisted candidates will be called for the selection process in the month of April 2021.

**Selection Briefings**

Selection briefings are conducted for the qualified candidates in 50 cities across the country to clarify various aspects related to the programs of IBS.

**Selection Process**

The Selection Process Comprises of Micro Presentation and Personal Interview.

**Provisional Admission**

All the students who are selected are given provisional admission and enrolled into the program, subject to meeting the following criteria:

a. Completion of minimum 15 years of education through 10+2+3 mode, until graduation.
b. Securing minimum 50% marks in graduation. For computing the percentage secured in graduation the method followed by the respective university is taken into consideration.

c. English as a medium of instruction at undergraduate level or submission of pass certificate of TOEFL or IELTS.

d. Payment of required fee such as program, hostel fee etc.

**Submission of proof of graduation**

Those students whose graduation results have not been declared at the time of admission are given provisional admission into the program. They are expected to submit their proof of graduation to the Academic office/Students service department (SSD) on or before November, every year. Otherwise, the admission to the program stands cancelled. The student's name will be deleted from the rolls of institute and will not be permitted to use the campus facilities and continue the program.

**Registration**

Physical presence of students in the campus is mandatory for registration as per schedule given in the handbook for each Semester including Summer Internship Program (SIP). In other words, Registration means the following:

- Formal reporting of students in the campus paying the Program & Hostel fee as per schedule. No Hostel fee is required for SIP period.
- Submitting Proof of graduation (for Semester-I) with at least 50% marks.
- Registering for prescribed set of courses in the corresponding semester

Registration to a Semester / SIP is not permitted if a:

i. Student has outstanding fees due including Hostel and Mess fees.

ii. Student has an NC (Not Cleared) report or RC (Registration Cancellation) report in preceding semester.

iii. Student has been detained due to disciplinary proceedings.

iv. Student has been specifically asked to stay away from that semester for academic reasons.

v. Student has failed to convert the provisional admission into a regular admission by the specified date.

vi. Student is debarred for malpractices in any examination.

**Late Registration**

Normally late registration to any Semester will not be entertained. However, in case of any genuine reason the same has to be permitted and ratified by the Director or Dean. Such request is to be submitted as per format given in Annexure II before commencement of the registration.

**Address Change**

In case of a change in permanent address, or e-mail, students are required to incorporate the same in the registration cards during Registration. If a change is contemplated in the middle of any semester, students can submit an application to the Student Services Department (SSD). Any Correspondence will be sent only to the address and e-mail indicated in the Registration Card. Please use the format as given in Annexure VIII.

**Change of Name/Correction**

If a student's name has been misspelt in the official records of IBS (e.g., registration card, SIS, Hall ticket) or does not match with the 10th Class certificate, the student may submit an application with necessary proof for correction. See Annexure IX for request format.

**Communication to Students:**

The primary mode of communication of the institution to the student is through e-mail / and the Students Portal called "Student Information System" (SIS). Students are expected to check their e-mail account regularly. Students can access the complete information like registration, detailed course syllabus, fee details, attendance, grades, scholarships, and various forms through the SIS.

**Parent's Corner:**

Parents of the students also can access their ward's performance like the grades, attendance, status of fee payment etc and other details through Parents Corner. This is available on our ***www.ifheindia.org*** website; on the page of ICFAI Business School (IBS), Hyderabad.

**Program Structure & Requirements**

The MBA program is designed to develop technical, conceptual, and human skills to provide an in-depth knowledge of the strategic perspectives essential for business leadership. The two year program gives students wide exposure and training in core subjects, elective courses and integrated general management courses. The courses are intellectually demanding and prepare students to face the challenges of a global business environment.

The syllabus is updated at frequent intervals benchmarking the academic delivery against best academic standards and contemporary business trends. The program equips students with the latest tools and techniques necessary for budding managers. It enhances student's cognitive and analytical skills with strong theoretical and conceptual foundations. IBS Hyderabad adopts case pedagogy as the primary mode of program delivery for most of the subjects.

**The Program duration**

The duration of the program is 21 months with 7 terms of 3 months each. The classes will be held on all Sundays and Second Saturdays between 9.00 am and 6.00 pm.

**The Structure of the Program**

The program comprises of 21 courses and two business research projects. These courses are spread over seven terms. The 21 courses have a weightage of 84 credits and the two business research projects have a weightage of 5 credits each totaling to a weightage of 94 credits for the program.

The program will be a mix of general management courses in the first four terms and electives in the last three terms. The general management courses lay the foundation while the electives allow the participants to gain an in-depth understanding of their chosen domains.

**Award of Degree**

On successful completion of specified courses and projects, the candidates will be awarded the MBA degree by The ICFAI Foundation for Higher Education (Deemed-to-be University).

| Program Structure | | |
|---|---|---|
| **Course Code** | **Course** | **Credits** |
| **Term I** | | |
| | Organizational Behaviour | 4 |
| | Business Economics | 4 |
| | Financial Management | 4 |
| | Marketing Insights | 4 |
| **Term II** | | |
| | Operations Management | 4 |
| | Management Accounting | 4 |
| | IT Strategy | 4 |
| | Business Law | 4 |
| **Term III** | | |
| | Understanding Financial Statements | 4 |
| | Corporate and Business Strategy | 4 |
| | Quantitative Methods for Managerial Decisions | 4 |
| **Term IV** | | |
| | Human Capital Management | 4 |
| | Management Control and Information Systems | 4 |
| | Business Ethics and Corporate Governance | 4 |
| **Term V** | | |
| | Elective I | 4 |
| | Elective II | 4 |
| | Business Research Project I | 5 |

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|---|---|---|
| **Term VI** | | |
| | Elective III | 4 |
| | Elective IV | 4 |
| | Elective V | 4 |
| **Term VII** | | |
| | Elective VI | 4 |
| | Elective VII | 4 |
| | Business Research Project II | 5 |

*The syllabus for the courses is subject to change by the University based on market requirements and industry trends.*

## Electives offered in Ex-MBA Program

### Electives

The student can pursue elective courses in Marketing, Finance, Human Resource Management, Operations and Information Technology & Systems.

**List of Electives****

**Semester-III**

**Finance**

1. Financial Risk Management
2. Commodities & Commodity Derivatives
3. Investment Banking
4. Corporate and SME Banking
5. Global Capital Markets
6. Insurance Management
7. International Banking
8. International Finance & Trade
9. Wealth Management
10. Project Appraisal and Finance
11. Financial Statements Analysis
12. Security Analysis
13. Quantitative Finance Using SAS
14. Treasury Management
15. Portfolio Management & Mutual Funds
16. Strategic cost management
17. Strategic Financial Management
18. Financial Services
19. Mergers & Acquisitions

**HR**

1. Global Human Resources Management
2. Strategic Human Resources Management
3. Competency Mapping
4. Leadership Skills and Change Management
5. Managing Knowledge Workers
6. OD Diagnosis and Interventions
7. Quantitative HRM

**Marketing**

1. Marketing of Financial Services
2. Brand Management
3. Consumer Behavior B2B Marketing
4. Integrated marketing communication
5. Customer Relationship Management
6. Retail Management
7. International Marketing
8. Entrepreneurship Development
9. Green Marketing
10. Sales & Distribution Management
11. Services Marketing

**OP& IT**

1. Business Analysis
2. Business Intelligence / Analytics
3. Business Modelling and Simulation
4. Project management
5. Supply Chain management
6. Quality and Innovation management
7. Services Operations Management

** *List of Electives are subject to change as per the demands of industry.*

**Soft skills Courses:**

Business Communication course is offered in the Semester-I. This aims at developing skills in effective presentation, note making, podcasts, tweets and blogs, resume making together with oratory skills and body language keeping in pace with the contemporary corporate requirements.

Career Management course is introduced in Semester-2 with topics focusing on choosing career and the dynamics of managing a career. Cross-cultural communication has also been included keeping in view the multi-ethnic nature of Indian Corporate and increased interaction with

foreign companies. The course is designed to develop students' personality and enhance their communication, presentation and inter-personal skills.

**Summer Internship Program**

In order to gain corporate exposure the students are supposed to undertake a project in the opted companies. The Summer Internship Program (SIP) is scheduled after the completion of second semester. It is a time bound and goal oriented program for a duration of 12 weeks. This carries weightage of 10 credits. The students are also encouraged to generate SIPs on their own (self-generated) depending on their contacts. The self-generated summer projects are evaluated by SIP Committee in terms of quality, standards and learning, location etc. In case the students are not able to generate on their own, IBS assists in generating projects through faculty members and Placements Department.

**Mentorship**

Mentorship is meant to be an individualized relationship between the student and faculty member who has a genuine interest in the student's educational and career goals. Mentorship focuses not only on academic guidance, but also on a sustained nurturing of the student to equip with the right knowledge, skills and attitudes required to succeed in a dynamic world. Each faculty member is allotted a set / group of not more than 15 students in the beginning of the semester. The details of the student mentees are communicated through Student Information System (SIS) portal which is available for faculty on the intranet.

**Elective Courses**

In the Third and Fourth Semesters, students study integrated management and strategy courses in addition to more advanced courses. (Students are required to pursue a minimum of eight elective courses during the program.) The Program offers students a wide range of electives, broadly categorized into Marketing, Finance, Accounts & Financial Services, Human Resources, General Management, and Operations, IT & Systems. Electives are offered to the students on cafeteria approach. In this approach student can choose electives from the specializations like Marketing, Finance, HR, Operations and IT from the number of electives which are available under each category. To specialize in any stream, a student has to pursue at least four electives from that stream.

The balance 4 electives can be chosen in the following manner

Four electives from any other stream leading to dual specialization.

Four electives from any other streams up to minimum of 2 electives from same stream and balance from any other stream.

**Recommendation:** Some elective courses necessitate sound knowledge and proficiency in the related core courses. Students opting for these electives are expected to demonstrate their proficiency in the related core courses by attaining the minimum threshold grades.

**Expectation from Students**

Students should treat their classroom obligations as they would treat any serious professional engagement.

This includes:

i. Bring their own laptop
ii. Carrying cases and related material with thorough preparation for each session as per the instructions of the faculty members.
iii. Arriving promptly and staying until the end of each class. Late entry is not allowed.
iv. Active participation and constructive discussions in and outside class rooms. Adhering to deadlines and timetables established by the instructor.
v. Displaying appropriate courtesy to academic and non-academic staff and fellow students both in and outside class.
vi. Giving constructive feedback on faculty performance in time.
vii. Students should give a true feedback on the parameters given in the feedback form (online). Every student should provide faculty feed back in time and 2 times per Semester without which the student cannot access their semester results.
viii. Feedback is expected after every $15^{th}$ session and $30^{th}$ session in each of the semesters.

20. Course Curriculum and Description (Term-wise)

# ORGANIZATIONAL BEHAVIOR

## Program: EMBA - Batch (2019-21)
## Term 1
## Course Handout

**Faculty Name:** Dr. Srinivasa Rao
**Mobile:** 7995823723
**Email:** profsrini@ibsindia.org

### Course Objectives

The objectives of this course are to:

- Provide a strong conceptual framework of Organizational Behavior and its applications
- Apply behavioral techniques at individual, group and organizational level to manage human resources efficiently
- Emphasize the specific behavioral competencies that make the manager more effective with human dimensions of management

### Learning Outcomes

At the end of the course a student is expected to:

- Compare the behavioral differences at individual, group and organizational levels
- Demonstrate effective interpersonal and conceptual skills to increase the leadership potential and improve managerial abilities
- Apply the knowledge of organizational behavior towards attaining organizational effectiveness

### Recommended Textbook

Robbins, Stephen. P., Judge, Timothy. A. & Vohra, N. (2015). *Organizational Behavior* (16th ed.). Pearson Education Inc.

### Reference books

- Luthans, F. (2010). *Organizational Behavior*. (12th ed.). Noida, Mc Graw Hill Education India.
- Griffin, R. W. & Moorhead, G (2014). *Organizational Behavior: Managing People and Organizations* (11th ed.). New Delhi, Cengage Learning India Pvt. Ltd.


## Course Outline

| Sl No. | Session No. | Topic / Area Covered | *Learning Outcomes* | Case | Case details |
|---|---|---|---|---|---|
| 1 | 1-3 | **Management Thought and OB:**<br><br>Concept of Management<br><br>Managerial skills and Mintzberg's Managerial roles<br><br>Historical origins of OB-Classical Approaches: Taylor's Scientific Management, Fayol's Administrative Theory and Weber's Ideal Bureaucracy<br><br>Behavioral Approaches: Research Foundations for OB namely Hawthorne studies, Mc Gregor's Theory X and Theory Y and Ouchi's Theory Z<br><br>Modern Approaches: Systems Theory and Contingency Theory<br><br>Introduction and Nature of OB: Definitions, Assumptions and Significance of OB<br><br>Basic OB Model: Situation-Organism-Behavior Model, Diversity, Biographical characteristics and Foundations<br><br>Contribution of other Disciplines to OB<br><br>Challenges and Opportunities for OB | *The student should be able to:*<br><br>• *Understand what organizational behavior is.*<br>• *Understand the role and skills of managers and how managers do their jobs*<br>• *Understand the way managers perform and the extent of which people's skill contributes to organizational behavior.*<br>• *Identify the challenges of organizational behavior, and determine when and where the theories and skills are to be applied* | The Knowledge Mis-Manager | (ICMR Case) |
| 2 | 4 – 5 | **Attitudes, Values and Job Satisfaction:** Concept of Beliefs, Values and Attitudes | *The student should be able to:*<br><br>* *Understand how individuals differ from* | The Julie Roehm Saga at Wal-Mart, Inc- | (ICMR Case) |

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| | | The Nature and Dimensions of Attitudes: Sources and Components of Attitudes<br><br>Major job-related Attitudes: Job satisfaction and its outcomes, Job involvement, Organizational Commitment, Perceived organizational support and Employee engagement<br><br>Cognitive Dissonance Theory<br><br>Categories of Values: Terminal and Instrumental Values<br><br>Hofstede's Value dimensions of National Culture | *each other based on different attitudes and values*<br>** Understand the relationship between values, beliefs, attitude and behavior*<br>** Understand the importance of job satisfaction in employees for enhanced performance* | | |
| 3 | 6 - 7 | **Perception:**<br><br>Meaning and Importance of Perception: Sub-processes of Perception, Perceptual Selectivity, Factors influencing Perception<br><br>Social Perception: Attribution Theory, Stereotyping and Halo effect<br><br>Decision making in organizations: Rational Decision-making model and Bounded rationality<br><br>Linkage between Perception and Individual Decision-making<br><br>Common Biases and Errors in decision-making<br><br>Ethics in Decision-making | *The student should be able to:*<br><br>** Understand how and why different people perceive the same situation differently*<br>** Understand various perceptual errors individuals make which in turn impact our decision making ability*<br>** Apply the rational model of decision making while contrasting it with bounded rationality and intuition* | Differing Perceptions at Hi-style Limited | (ICMR Case) |
| 4 | 8 - 9 | **Personality:** Meaning of Personality: Big Five Personality Traits and Personality Determinants<br><br>Other Personality attributes at work: | *The student should be able to:*<br><br>** Understand and identify different personality types* | Administer Big five personality test | |

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| | | Locus of Control, Machiavellianism, Self esteem, Self monitoring, Risk taking, Self efficacy, Type A personality, Core self evaluation and Narcissism<br><br>Matching Personalities with jobs: Holland's Typology: Person-Job Fit and Person-Organization Fit<br><br>Emotions: Basic Emotions and their sources, functions and applications<br><br>Emotional Labor and Emotional Intelligence | *individuals can be categorized into*<br>* *Understand how a match between one's personality and a job can lead to better performance*<br>* *Analyze how different personality types predict behavior at work* | | |
| 5 | 10 - 11 | **Motivation:** Meaning of Motivation<br><br>Classification of Motives: Primary, General and Secondary Motives<br><br>Content Theories of motivation: Maslow's hierarchy of needs, Herzberg's two factor theory and Alderfer's ERG Theory<br><br>Process Theory of motivation: Vroom's Expectancy Theory<br><br>Contemporary Theories of motivation: Equity Theory /Organizational Justice and Goal Setting Theory<br><br>Motivating by Job Design: The Job characteristics model | *The student should be able to:*<br><br>* *Understand the importance of motivation on employee performance*<br>* *Identify various factors that motivate different individuals in an organization*<br>* *Analyze how various organizational practices can be influenced by various theories of motivation* | 1. Needs drive performance<br><br>2. Employee motivation: A short case-study | (ICMR case)<br><br>(ICMR case) |
| 6 | 12-14 | **Group and Teams:** Definition of Work-Groups, Nature of Groups<br><br>Types of Groups and their dynamics: Formal and Informal<br><br>Stages of Group Development: The | *The student should be able to:*<br><br>* *Analyze the growing popularity of teams in organizations* | 1. Management game/ activity: Lost at Sea<br><br>and<br><br>2. Stanford Prison | |

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| | | Five stage model: Forming, Storming, Norming, Performing and Adjourning<br><br>Group Structure: Roles, Norms, Status, Size, Composition and Cohesiveness<br><br>Group Decision-making: Group-think, Group shift and Group decision-making techniques namely Brain-storming, Nominal Technique and Electronic meeting<br><br>Work-teams in the modern work-place<br><br>Difference between Work-Groups and Work-Teams<br><br>Types of Work-Teams: Problem solving, Quality circles, Self-managed, Cross-functional and Virtual Teams<br><br>Creating Effective Teams: Team Effectiveness Model-Context, Composition and Process | * *Understand the factors that contribute to effective team functioning*<br>* *Understand how individuals interact and behave in groups* | Experiment<br><br>(students are expected to watch the video a priori from the following link;<br><br>https://www.youtube.com/watch?v=L_LKzEqlPto | |
| 7 | 15 | **Communication:** Role of Communication: Objectives and Communication Process<br><br>Types of Communication: Written, Oral, Non-verbal, Downward, Upward, Lateral and Interactive (Network and Grapevine) and | *The student should be able to:*<br><br>* *Understand the importance of communication as a means of exchanging information* | Classroom activity | |

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| | | Electronic Communication<br><br>Barriers to effective communication: Filtering, Selective Perception, Defensiveness and Language | * *Analyze the ideal communication channel most effective to be used in a particular situation*<br>* *Understand the barriers to effective communication*<br>* *Demonstrate how to overcome potential problems in cross-cultural communication.* | | |
| 8 | 16 - 18 | **Leadership:** Understanding Leadership, Difference between a Leader and a Manager<br><br>Leadership Styles and Determinants of Leadership<br><br>Transactional, Transformational and Charismatic Leader<br><br>Trait Theories<br><br>Behavioral Theories: The Ohio state studies, University of Michigan studies, Managerial grid and Scandinavian studies<br><br>Contingency Theories: The Fiedler model. Situational Leadership Theory, Leader-Member Exchange theory and Path goal theory | *The student should be able to:*<br><br>* *Understand the characteristics that distinguish a manager from a leader*<br>* *Understand and identify the various styles of leadership*<br>* *Analyze which leadership style will be most effective in a particular situation*<br>* *Undertake leadership roles for effectively influencing people to work productively* | Apple, Inc.: Steve Jobs's Strategic Leadership | (ICMR Case) |
| 9 | 19-20 | **Power, Authority & Politics:** Definition of Power, Distinction between Power, Authority and Influence<br><br>Bases (Types) of Power: Coercive, Reward, Legitimate, Expert and Referent Power<br><br>Power Tactics<br><br>Organizational Politics- Definition | *The student should be able to:*<br><br>* *Understand the various types of power sources in an organization and how this can be used effectively to influence employee behavior*<br>* *Understand why some people or certain roles are more* | What's Good for the Goose is Good for the Gander? | (ICMR Case) |

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| | | and nature of politics and Politicking<br><br>Factors relating to political behavior: Individual and Organizational Factors<br><br>Ethics of Power and Politics | *powerful over the others*<br>* *Understand the detrimental consequences of political behavior in organizations* | | |
| 10 | 20 - 21 | **Conflict & Collaboration:**<br><br>Definition and Sources of Conflict<br><br>Classification of Conflicts: Intrapersonal, Interpersonal and Intergroup Conflicts<br><br>Organizational Conflict and its categories, Conflict Process<br><br>Negotiation: Definition of Negotiation, Approaches and Process<br><br>Approaches to Conflict management<br>Basic Concept of Collaboration | *The student should be able to:*<br><br>* *Understand and apply different conflict resolution techniques which will equip them to handle various conflict situations as managers*<br>* *Identify and apply effective negotiation techniques that can be used in bargaining* | Miramax: A Victim of Interpersonal Conflict | Classroom activity<br><br>(ICMR Case) |
| 11 | 22 - 23 | **Organizational Structure:**<br><br>Understanding Organizational Structure: Concept of Organizational Structure, Max Weber's Bureaucratic Model, Centralization, Decentralization, Span of control, Tall and Flat Structure, Departmentalization and Formalization<br><br>Organizational Designs: Simple structure, Matrix structure, Project Design, Network Design, Virtual organizations, Horizontal and Boundary-less organizations | *The student should be able to:*<br><br>* *Understand the designs of different types of organizational structures and assess its impact on organizational behavior.*<br>* *Understand which organizational structure best enables an organization to achieve its strategic goals* | Cisco's controversial Organizational Model: Another Reorganization | (ICMR Case) |
| 12 | 24 - 25 | **Organizational Culture:**<br><br>The Nature of Organizational Culture: Definition, Characteristics and Functions of Organizational | *The student should be able to:*<br><br>* *Understand what organizational culture is.* | Organizational Culture at Dream Works Animation | (ICMR Case) |

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| | | Culture and Strong Vs Weak Culture<br><br>Uniformity of Culture: Dominant culture, Sub-culture and Formalization<br><br>Beginning of Culture in an organization: Selection, Top Management and Socialization<br><br>Learning Culture: Stories, Rituals, Ceremonies, Material Symbols and Language<br><br>Building a positive organization culture | * *Understand the process of how the culture of an organization is formed and is maintained.*<br>* *Understand the importance of how organizational culture enables effective functioning of an organization* | | |
| 13 | 26 – 27 | **Organizational Change:** Forces for change, Managing planned change and Resistance to change<br><br>Approaches to manage organizational change<br><br>Organization development: Definitions and Concept<br><br>OD interventions | *The student should be able to:*<br><br>* *Identify the forces that stimulate change in an organization*<br>* *Analyze how the transition of an organization undergoing change can be done smoothly based on theories of change* | Acting on a vision of change | (Textbook case Appendix-I) Textbook- Managing Organizational change- Griffin & Moorhead |

***Expectations from Students***

a. Students must report to the respective sessions well before the announced time.
b. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.
c. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.
d. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component
e. Wherever applicable, group assignments require each student to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.
f. Attendance is compulsory in all sessions.

***Class Participation***

To get good marks in class participation you are required to go through the required reading assignment before coming to the class and actively participate in all classroom exercises like self assessment exercises, role plays, case discussions, and debate and video case discussions.

The following are some guidelines for the project:

1. You must identify an interesting, preferably current OB topic (Ex : Gender sensitivity, Applied motivational practices, Leadership aspects; Technology-human interface; Challenges of future work environments; Gender and age discrimination; Humor in organizations; Leadership; Aspects of dress codes in organizations; The virtual work place; Self-directed work teams; Analysis of management styles used in organizations; The virtual work place/organization; or any other relevant area) your group seeks to explore and find enough information about your topic in the management literature by visiting EBSCO data base for the journals and articles or any other source in the related topic.

2. Select an Organization of your choice, in which you are interested

3. Apply the concepts of your chosen topic to the Organizational context/environment. Your goal is to discuss critically the application of the chosen topic with concerned Authorities in the organization.

4. Your analysis should use the concepts developed during the course where appropriate.

5. The report should be clear, lengthy and cover all aspects of the chosen topic

6. Before making presentation, you should submit your slides.

7. You have to decide on a topic and an organization and get the approval by third week.

8. Based on the research make a final presentation of 10-15 minutes that should reflect group's opinion and learning.

9. The report will be graded in terms of the quality of research, and the flow and direction of ideas.

- ***Late submission of any assignment/ project/ paper/presentation may result in up to 10% penalty reduction of the points earned.***
- ***Cheating and Plagiarism are unacceptable under any circumstance. You can seek clarification on what constitutes plagiarism if uncertain.***
- ***Minimum 80% attendance* is mandatory to appear in final examination.***

The evaluation broadly falls into the following scheme:

**Table**
**Suggested Weightages of Different Evaluation Components**

| S.No. | Components of Evaluation | Weightage (%) |
|---|---|---|
| 1. | Project / Seminar | 20 |

| | | |
|---|---|---|
| 2. | Class Participation | 20 |
| 3. | Comprehensive Examination | 60 |
| | **Total weightage** | **100** |

## Course Name: Business Economics

**Faculty Name: Dr. M.Aruna**

**Room No:** **Wing No:**

**Mobile No:** 9391121694 **Email: arunam@ibsindia.org**

**Course Objective:**

- To introduce concepts of demand and supply, consumption and production, cost and pricing, markets and strategy
- To introduce concepts of aggregate demand, aggregate supply, national income, multiplier, money supply, monetary and fiscal policy instruments and strategy
- To discuss how the fundamental principles of microeconomics and macroeconomics can be applied to managerial decision making.

**Learning Outcomes:**

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

- evaluate economic behavior, response to incentives, utility, satisfying and maximizing traits in consumers,
- understand and appreciate the production dynamics – including cost, revenue and profit considerations,
- learn the optimization functions for both consumer and producer equilibrium,
- evaluate and compare the various types of market structures and use them when planning price policy in industry and
- demonstrate the use of micro concepts like elasticity and opportunity cost in strategic planning
- to evaluate fiscal and monetary policies
- To show how monetary and fiscal policies can affect the economy and demonstrate the difficulties of using these policies effectively.

**Recommended Text Book:**

- ***Business Economics***, Andrew Gillespie, Oxford University Press, South Asia edition

**Pedagogy:** Lectures, Case discussion

**Evaluation:** Assignments, Quiz, and tests

**Course Outline**

| Date | Session No. | Topic / Area Covered | Case Study Details | Chapter Reading in Text Book |
|---|---|---|---|---|
| | 1 | **Introduction**<br>Introduction to Business Economics, Micro and Macro Economics, Economic Environment, Economic Models, Rational Decision Making, Scarcity and Choice, Fundamental Economic Problems, Production Possibility Frontier , The Free Market, The Planned Economy, The Mixed Economy | | Chap. 1-3 |
| | | **Demand and Supply Analysis** | | |
| | 2 | Definition of demand, Law of demand and its exceptions, Definition of supply, Law of supply , Factors affecting supply, Factors affecting demand, Market Demand and Market Supply curves, Shift in demand, Shift in Supply curves, Market equilibrium, Price floor and Ceiling, Government Intervention in the Market, Minimum Support Price, Minimum Wages etc | | Chap. 4 & 6 |
| | 3 | Concepts of elasticity, Types, Price Elasticity, Income Elasticity, Cross –price elasticity of demand, Nature of commodity, Relationship of Revenue and elasticity | | Chap. 4 & 6 |
| | | **Consumer Behavior** | | |
| | 4 | Introduction to Consumer Behavior, Utility, Indifference Curve, Budget Constraint, Maximization of Utility, Individual Demand Curve, Price and Income changes : Price Consumption Curve, Income Consumption Curve, Consumer Surplus | | My PPTs |
| | | **Production Analysis, Analysis of Costs and Revenue** | | |
| | 5 | Production Functions, Law of Variable Proportions, Law of Diminishing Marginal returns, Isoquants, Profit maximization | | Chap.5 |
| | 6 | Returns to Scale, Introduction to Costs, Types: Fixed, variable, Opportunity and Sunk, Revenue and its types, Short Run vs. Long Run costs, production in the long run, Economies of Scale and Scope | | Chap.5 |
| | | **Market Structure** | | |
| | 7 | Introduction to Markets, Competitive Markets and Profit Maximization in Perfect Competition, Allocative Efficiency, Dead-weight loss, Government intervention in markets | | Chap.7, 9, 10 |

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|---|---|---|---|---|
| | 8 | Monopoly : Output and Price determination in the short run and long run, | | Chap.7, 9, 10 |
| | 9 | Monopoly : Price discrimination, multi-plant monopoly, Monopsony | Mexican Telecom Industry | Chap.7, 9, 10 |
| | 10 | Monopolistic Competition & Oligopoly<br>Output and Price determination in the short run and long run | | Chap.7, 9,10 |
| | 11 | Oligopoly – Duopoly, Oligopoly: Kinked Demand Curve, Cost Leadership and Price Leadership, Non-Collusive Oligopoly, Pricing Strategies & Non-price competition, Collusive Oligopoly, Cartels, Basics of game theory | | Chap.7, 9,10 |
| | 12 | Externalities - Market Failure And Government Intervention; Asymmetric Information, Moral Hazard, Market Signaling | | Chap.11 |
| | | **MACROECONOMICS** | | |
| | 13 | Macroeconomics-Introduction, circular flow of income, national income, aggregate demand and aggregate supply, consumption, investment, multiplier, macroeconomic equilibrium | | Chap.12 |
| | 14&15 | Government Macroeconomic Policy-Monetary and Fiscal Policy, product market, money market and labour market, supply side policies, Keynesian and monetarist views of the economy | Imperatives for Reserve Bank of India-Agenda for Raghuram Rajan | Chap.13 |
| | 16 | Macroeconomic issues-Unemployment and Inflation | | Chap.14 |
| | 17 | Theories of Inflation | | |
| | 18 | Macroeconomic Issues-Business Cycles , global financial crisis | | Chap.15 |
| | 19 | International Trade, Exchange rate, | | Chap.15, 16 |
| | 20 | Trade Blocks, WTO, Balance of payments | | Chap.15, 16 |

| Course Outline for Financial Management | | | | | |
|---|---|---|---|---|---|
| **S. No** | **Topic/Area Covered** | **Key Concepts** | **Learning Outcome** | **Case Details** | **Chapter** |
| 1 | Introduction to Financial Management: Interface of financial management with other functional areas | Financial Management evolution, objectives scope, and functions, interface of financial management with other areas | After completing this Topic, the students will be able to: recognize/distinguish three major decision making inputs pertaining to finance; Appreciate the interface of finance department and its relationship with other functional areas; Comprehend the roles and responsibilities of Finance manager/CFO in the emerging corporate world. | Unilever Limited: Transforming the Finance function<br><br>IBS Case reference No: FM001 | Chapter 1 (IMP) |
| **Time Value of Money** | | | | | |
| 2-4 | Time value of money – compounding – discounting - Types of cash flows – single and multiple; Annuity and perpetual cash flows. | Introduction Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present Value of a Single Cash flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity | Explain the significance of value of money that changes with time. Enumerate various types of cash flows (single and multiple). Distinguish the concepts of present value and future value of money; Single cash flow & multiple cash flows; Regular cash flows & Irregular cash flows ; Identify Annuities, Growing annuities & Perpetuities | ABC Wealth Advisors<br><br>IBS Case reference No: FM009 | Chapter 2 (IMP) |
| **Risk and Return** | | | | | |
| 5-7 | Concept of Risk and Return - concept of return - measures of risk- Capital Asset Pricing Model – Applying risk and return to portfolio | Risk and Return Concepts – Mean, variance, standard deviation, co-variance, correlation, Beta of securities. Risk in a Portfolio Context – Relationship between Risk and Return – CAPM | Conceptualize and calculate the significance of Mean, variance, standard deviation, co-variance, correlation, Beta of securities. Evaluate the risk and returns on individual securities as well as portfolio. Apply risk and return in real life scenarios | MRPL & RPL - Analyzing Risk & Return<br><br>IBS Case Reference No: FINC027 | Chapter 4 and 5 (IMP) |

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| **Bond and Stock Valuation** | | | | | |
| 8-11 | Features of bond, measures of bond value theorems - Current yield, Yield to Maturity – principles of bond valuation – Equity valuation models | Coupon rate, Current yield, Yield to Maturity, Nominal rate of interest and Effective rate of interest; Bond Valuation. Equity Valuation - Dividend Capitalization approach | Apply the Principles of Bond Valuation and infer the causal relationships. The student shall be able to understandDifferent methods of Equity valuation like CAPM, Dividend capitalization model | RIL Bonds | Chapter 3 (IMP) |
| **Capital Budgeting** | | | | | |
| 12-14 | Cost benefit analysis of Investments – types of capital budgeting decisions – Financial Appraisal Criteria – capital budgeting techniques -Cash Flow Estimation Analysis | Basic Principles in Estimating Cost and Benefits of Investments. Appraisal Criteria: Discounted and Non-Discounted Methods :Pay-Back Period , Average rate of return , Net Present Value , Benefit Cost Ratio , Internal Rate of Return Cash Flow Analysis. | Conceptualize the significance and Limitations of capital budgeting. Establish the relative merits and limitations of various discounted and non-discounted capital budgeting techniques like NPV, IRR, Benefit cost Ratio; and Payback, ARR methods | Evaluation of Capital Investment Projects | Chapter 8 (IMP) |
| **Capital Structure** | | | | | |
| 15 | Capital structure Theories, Financial Distress, Agency Cost, Asymmetric Information Theory; Traditional Approach, NI approach, NOI approach & MM approaches. | Basic principles of capital structure theories especially a focus on Modigliani and Miller Theorem | Conceptualize the principles of capital structure theories | | Chapter 11 (IMP) |
| **Dividend Policy** | | | | | |

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|---|---|---|---|---|---|
| 16 | Dividend Theories and Rational Expectation Theory | Basic principles of Dividend theories | Understanding the basic theories of Dividen policy decisions of the firm | | Chapter 12 (IMP) |
| 17-18 | Objectives and factors affecting WCM, Components of Operating Cycle, Gross Operating Cycle and Net Operating Cycle. | Basic principles of how firms manage their working capital and understanding of gross operating and net operating cycle | Understanding principles of how firms manage their working capital and understanding of gross operating and net operating cycle | Working capital management in FMCG companies | Chapter 14 (IMP) |
| **Financial Statement Analysis** | | | | | |
| 19-21 | Ratio Analysis, Common size analysis, comparative analysis, trend analysis and funds flow. | Understanding the concepts of financial statement analysis | Analysing financial statements and value the firm | Hero Honda | Chapter 15 (IMP) |
| | **Prescribed Textbook: Financial Management by IM Pandey,Vikas Publising House Pvt Ltd, 10 th Edition, Ne Delhi (FMP)** | | | | |
| | **Evaluation Criteria & Timelines** | | | | |
| | **Component** | **Component Number** | **Expected slot / due date** | **Marks declaration by** | **Weightage%** |
| | **Class Participation** | **1** | **Sessions 10** | **Session 11** | **10** |
| | **Class Participation** | **2** | **Sessions 10** | **Session 20** | **10** |
| | **Test-1** | **1** | **Session 9** | **Real time** | **10** |
| | **Test-2** | **2** | **Session 18** | **Real time** | **10** |
| | **End exam** | **At the end of the semester** | | | **60** |
| | | **Total** | | | **100** |

**Executive MBA – 2019-20 Batch**

**Course Title:** Marketing Insights

**Faculty Instructor: Prof. Chakravarthi Email: chakravarthik@ibsindia.org 98492 96922**

The business landscape is undergoing rapid changes across the globe. Changes in the landscape call for a highly effective marketing organization. This course is designed to help students appreciate the challenges of managing the marketing function, how marketers assess the environment, choose, create, deliver, communicate and sustain value for the organization. In order to reinforce the learning students are expected to submit a detailed report on a topic announced by the course instructor that encompasses different dimensions of the marketing function. Participation in the class discussions is absolutely essential and students are expected to read the designated material prior to every session.

**Course Objective** - The course is designed to …

- Help the student appreciate the concept of marketing in theory and practice
- Allow the student to analyze the environment in which Marketers operate and understand the challenges
- Enable the student to appreciate how marketers identify segments and position themselves in a highly competitive market.

| Gain an understanding of how marketers Create, Capture and Communicate and deliver value to their target customers **S. No.** | **Main Topic** | **Sub topics** |
|---|---|---|
| 1 | Introduction to Marketing Management | Core Marketing Concepts, Needs, Wants, Demand Production, Product, Marketing and Sales orientation |
| 2 | | Assessing Market Opportunities and customer value Marketing Mix |
| 3 | Capturing Marketing Insights | Analyzing Marketing environment Political-Legal, Natural, Economic, Sociocultural, Technological Environment |
| 4 | Analyzing consumer Markets | Factors influencing consumer behavior cultural, social, personal factors The Buying Decision Process |
| 5 | Analyzing Business Markets | Organizational Buying, Stages in buying process Managing B-to-B customer relationships |
| 6 | Segmentation | Bases for segmenting Consumer / Industrial markets |

| | | |
|---|---|---|
| | | Geographic, Psychographic, Demographic, Behavioral |
| 7 | Targeting & Positioning | Targeting markets<br>Developing positioning strategies |
| 8 | Setting Product Strategy | Product classifications, Design, Product Mix, Product lines, Packaging, Labeling, Warranties and Guarantees |
| 9 | Product Life Cycle | Adopter categories<br>PLC stages and marketing strategies. |
| 10 | Developing Pricing strategies and programs | Setting the price Different pricing methods |
| 11 | Designing and Managing Integrated Marketing communications | Marketing communications mix<br>The communications process |
| 12 | Managing and Designing Marketing channels | Channels of marketing, Channel functions, channel flows, Channel conflict, Channel Design |
| 13 | Introducing New market offerings | New product development & stages |
| 14 | Addressing competition and driving growth | Competitive Strategies for Market Leaders, Challengers, Followers, Nichers. |
| 15 | Designing and Managing services | Nature of services, Characteristics of services, Measuring service quality |
| 16 | Developing marketing Strategies and Plans | Corporate Mission, Establishing SBUs, Strategic Planning SWOT analysis, BCG Matrix |
| 17 | Marketing Research | Collecting information & Forecasting Demand, Marketing potential, sales potential, Marketing research Process. |
| 18 | Marketing Plan & Evaluation | Components of Marketing plan, Marketing Dashboard, Marketing ROI |
| 19 | **Assignment - Presentations** | |
| 20 | **Assignment - Presentations** | |

**Evaluation:**

***Class participation: 20 marks***

***Assignment: 20 marks***

***End Exam: 60 marks (to be conducted for 100 marks).***

# OPERATIONS MANAGEMENT

PROGRAM : EXECUTIVE MBA

COURSE CODE : OM

TERM : 2

SESSIONS : 20

BATCH OF : 2019-2021

CREDITS : 5

INSTRUCTOR: GP CAPT N SIVA PRASAD (RTD)

MOB:9448354304

EMAIL:SIVA.PRASADN@IBSINDIA.ORG

## COURSE DESCRIPTION

This course helps participants to understand, appreciate and apply concepts and contemporary practices of managing operations in manufacturing as well as service sectors. Participants will learn several analytical techniques and frameworks used to overcome the challenges faced in integration of numerous activities and processes to produce products and manage services competitively. Operations Management is a Theory of Action. Many a plan runs aground due to poor execution. Strategy, Processes, logistics, Planning and control help managers succeed at operations and management.

## TEXT BOOK

*" **Operations & Supply Management**" by Richard B.Chase, Ravi Shankar, F.Robert Jacobs, (15th Edition)*

## REFERENCE BOOKS

1. "**Operations Management**", William J. Stevenson, Tata McGraw-Hill Education, New Delhi. 2009, 11e$^{th}$ Edition (Special Indian Edition).. **Operations management Theory and Practice: B.Mahadevan**, Pearson India
2. **"Quantitative Analysis for Management"** by Barry Render, Ralph M. Stair, and Michael E. Hanna. Prentice Hall Publication, New Delhi. 2008. 9$^{th}$ Edition. (For Linear Programming and Transportation Problems)

## EVALUATION

The students will be evaluated continuously on the basis of the components intimated.

| | | | | | |
|---|---|---|---|---|---|
| Area: **OPERATIONS** | | | | | |
| Sub-Area: **OPERATIONS** | | | | | |
| Course Code: | | Course Title: **Operations Management** | | | |
| Session | Section | | | CHAPTER | Remarks |
| | **Course Objectives**<br><br>The study of Operations<br><br>Management is fundamental to<br><br>• Design and<br>• Improvement<br>of processes of both profit as well as non-profit organizations that create Products and Services upon which economies depend.<br><br>Production Processes in<br><br>• Manufacturing and<br>• Service Organizations<br>need to both<br><br>• increase revenues and<br>• reduce costs<br>to have a competitive advantage as<br><br>well as remain relevant.<br><br>This course equips students with<br><br>• Qualitative and<br>• Quantitative techniques<br>to understand,appreciate and construct as well as optimise<br><br>• Long-Range,<br>• Medium-Range and<br>• Short-Range plans<br>of a business enterprise wrt Operations | | | | |
| | ***Topics*** | ***Learning Outcomes*** | | | ***Remarks*** |
| 1 | **Introduction to Operations Management** | • Overview of the content in terms of understanding the importance of operations management to an organization.<br>• Pedagogical approach that will be adopted for the course<br>• Produts Vs Services<br>• Order Qualifiers and Order | | cChapter 1 | |

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| | | Winners | | | |
| 2 | Supply Chain Strategy<br>• Introduction to supply chain strategy<br>• Measuring Supply chain performance<br>• Supply Chain Design Strategy<br>• Types of Supply Chain Strategies( Hua Lee's) | • The concept of value and value chains<br>• Value creation using Supply Chain Collaboration<br>• The Management of Demand and Supply uncertainty<br>• Measuring Supply Chain Performance | | Chapter 2 and 16 (Text Book)and<br>Chapter 15<br>(Reference 1) | |
| 3 | **Operations Strategy**<br>• Formulating Business Strategy<br>• Competitive Strategies<br>• Aligning Functional Strategies to Business Strategy<br>• Single-Factor and Multi-Factor Productivity | • The concept of Operations as a transformation process that creates value.<br>• The Make vs Buy decision.<br>• Addressing Trade-offs in evaluating Strategy Alternatives<br>• Measuring Firm Productivity | | Chapter-2(Text Book)<br>Chapter 2 ( Reference-1) | |
| 4&5 | **Transportation and Logistics**<br>• Obtaining intial feasible solution<br>– LCM<br>– VAM<br>• Improving the feasible solution<br>– Stepping Stone | • The difference between inbound and outbound logistics in Supply Chains<br>• Optimising constrained Supply and Demand requirements (The Transportation Problem)<br>• Iterative Computation of Transportation Costs<br>– Obtaining a feasible solution versus obtaining the optimal solution | | Chapter 10<br>**"Quantitative Analysis for Management"** by Barry Render, Ralph M. Stair, and Michael E. Hanna.<br>**Chapter15(Text Book)**<br>**Supplement to chapter 8(Reference-1)** | |
| 6&7 | **Facility Location**<br>• Cost-Volume analysis<br>• Centroid Method<br>• Factor Rating | Identifying the best location for a facility using location techniques. | | Chapter 15(Text Book)<br>Chapter 8 (Reference-1) | |
| | | • | | | |
| 8 | **The Production/Manufacturing** | • Product(/Service)-Process Interdependence<br>• Process Selection | | Chapter 7 | |

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| | **Process**<br>• Product(/Service)-Process Matrix<br>– Project<br>– Job Shop/Functional<br>– Batch Production<br>– Mass Production<br>– Continous Production | | | | |
| 9&10 | **Facility Layout**<br>• Fixed-Position<br>• Process/Functional<br>– Load Distance Matrix<br>• Group Technology/Cell<br>• Assembly Lines<br>– Line Balancing<br>• Hybrid Layouts<br>• Office Layouts<br>– Closeness Ratings/Muther Grid | • Identifying types of Product/Service Layouts<br>• Layout Selection<br>• Designing the best Layout<br>• Improving an existing Layout | | Chapter 8(Text Book)<br>Chapter 6 (Reference-1) | |
| 11&12 | **Product Design**<br>• Objectives<br>• New Product Development<br>• Design for Manufacturing and Assembly<br>• Concurrent Engineering<br>• Design for the Customer<br>• QFD | • New Product Design Process<br>• Phases in Product Development Process<br>• Product Redesign<br>• Measuring Product Development Performance | | Chapter-3(Text Book)<br>Chapter 4(Reference-1) | |
| 13&14 | **Service Design**<br>• Nature of Services<br>• Operational Classification of Services<br>• High contact vs Low Contact<br>• Service System Design Matrix<br>• Service Blueprinting<br>• Fail-Safing/Mistake Proofing | • Service as a differentiator versus Pure Service<br>• Standardisation versus Customisation of Services<br>• Managing Variability in Service Encounters<br>• Tradeoffs involved in Designing Service Processes<br>• Service Process Redesign | | Chapter-3(Text Book)<br>Chapter 4(Reference-1) | |
| | | | | | |
| 15 | **Quality Management**<br>• Quality Gurus<br>• Dimensions of Product Quality<br>• Dimensions of Service Quality<br>• The Costs of Quality<br>• Continous Improvement and PDCA Cycle<br>• 7QC tools | • Reconciling different views on the concept of Quality<br>• The Consequences of Poor Quality<br>• Product Quality and Service Quality<br>• Difference between Quality Assurance and Quality Control<br>• Empowering Teams to Continously improve Quality<br>• Benchmarking and Defect Reduction. | | Chapter 12(Text Book)<br>Chapter 14<br>Chapter-9(reference-1) | |

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| | • Six Sigma<br>• TQM<br>• JIT | | | | |
| 16 | **Intermediate Planning**<br><br>• Level Strategies<br>• Chase Strategies | • Formulate Aggregate supply strategies to meet expected and fluctuating demand. | | Chapter 19(Text Book) | |
| 17 | **Material Requirements Planning**<br><br>• Overview of MRP<br>• MRP Inputs<br>• MRP Processing<br>• MRP Outputs<br>– EOQ Ordering | • Difference between Forecasted Demand and Actual Orders.<br>• Dependent Demand Inventory Management | | Chapter 21(Text Book) | |
| 18 | **Inventory Management**<br><br>• Advantages of Inventory<br>• Cycle Counting<br>• ABC Classification<br>• 2-bin systems<br>• News vendor problem<br>• Q-system<br>• EOQ<br>• Reorder Level/Point | • Inventory = RM+WIP+FG<br>• Inventory Tracking and Classification systems<br>• Techniques to determine Independent demand replenishment quantities and trigger points.<br>– Balancing handling and ordering costs<br>– Including Purchase costs<br>– Determining optimal order quantities with and without price breaks | | Chapter 20(Text Book) | |
| 19&20 | **Short-Term Scheduling**<br><br>• Objectives of Work Center Loading<br>• Forward vs Backward Scheduling<br>• Loading<br>– Finite vs Infinite<br>• Sequencing jobs on machines<br>– Priority Rules for sequencing n<br>– jobs on 1 work center<br>° First In First Out<br>° Shortest Operating Time<br>° Earliest Due Date<br><br>• Sequencing n jobs through 2 sequential work centers<br>– Johnson's Rule | • Concept of Work Centers as Processors<br>• Short-term nature of Scheduling Plans<br>• Focus on optimising for the collective rather than individual jobs<br>• Finite vs Infinite Loading<br>• Forward vs Backward Loading<br>• Different Rules for sequencing n jobs on m work centers<br>• Workforce Scheduling | | Chapter 22(Text Book) | |

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| | | • | | | |
| | Prescribed Text Book: | **Operations & Supply Management",** by **Chase**, Shanker, Jacobs, 14th Edition, Tata McGraw-Hill company, Special Indian Edition. | | | |

**Course Handout**
**Executive MBA (2017- 19)**
**Management Accounting (MA)**
(2019-2021)

## Course Overview

This course is an introduction to the use of accounting information by managers for decision-making, performance evaluation and control. The course should be useful for those who intend to work as management consultants in general, and for those who will become senior managers and leaders primarily for manufacturing units. The goal is to provide with a conceptual framework for identifying and resolving accounting issues faced by managers. We will have lectures on topics, followed by case discussions to illustrate and reinforce concepts. Students will be expected to have read and prepped, within groups, the assigned case prior to class. The textbook should be used to pick up the conceptual tools to prep for each problem.

## Course Objectives:

- To help you become intelligent users of accounting information in taking strategic decisions for the business.
- To make you learn the language of business and associated techniques to demystify the inherent facts.
- Go beyond bookkeeping and computation.

| Sessions | Topics | Teaching Objectives | Learning Outcomes | Problems to be Discussed | Sources /Readings |
|---|---|---|---|---|---|
| 1 | **Introductory Session** | To introduce the course and highlight its significance. | Knowing Meaning, Nature, Scope and Functions of MA, Role of MA in Decision Making, MA vs FA, Tools and Techniques of Management Accounting. | | AHM (Chapter 15) |
| 2 | **Basic Cost Terms/Concepts and Behavior of Cost:** | To familiarize with terminologies and important concepts of costs, various types of cost and typical behavior. | Knowing Cost Objects, Cost Centers, Cost classifications and Characteristics of Cost, | | AHM (Chapter-16) |
| 3-5 | **Cost-Volume-Profit (CVP) Analysis**<br>• Relation of Cost-Volume-Profit<br>• Break Even | To discuss cost-volume relationship and computation of BEP.<br>To discuss concept of | Cost-Volume-Profit Relationship, Cost Behavior Pattern, Concept of Marginal Costing, Contribution Margin Concept, | Problems 16-2: and 16.3 | AHM (Chapter-16) |

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|---|---|---|---|---|---|
| | Point Analysis, Target Profit, Operating Leverage. | operating leverage and how it affects profits. | Value of Marginal Costing to Management, The Break Even Point, Applying Cost-Volume-Profit Analysis, Limitations of Cost-Volume-Profit Relationship. | | |
| 6-8 | **Cost Classifications and Allocations:**<br><br>Concept of Full Cost, Cost Sheet<br><br>Allocation of Indirect Costs<br><br>Activity Based Costing<br><br>Cross-Subsidies | To discuss the preparation of cost sheet and various classifications of cost.<br><br>To discuss the ways of cost allocation across cost objects.<br><br>To explain ABC method of costing | Enables to identify the relevant costs associated with a cost object for strategic decision-making.<br><br>Makes to learn how to prepare the cost sheet.<br><br>Enables to understand the merits of ABC Costing over other methods. | Problems 18-2: and 18.5 | AHM<br><br>(Chapter-18) |
| 9-10 | **Standard Costing and Variance Analysis:** | To discuss uses of standard cost and variation in the standard cost idea.<br><br>To describe joint product and by-product costing | Historical Costing and its Limitations – Need for Standards – Types of Standards – Development of Standards – Process of Developing Standards – Establishment of Standards Costs – Computation and Analysis of Variance – Overhead Variance: Use of Flexible Budgets – Overhead Variance Analysis. | Problem 19-2: and<br><br>Problems 20.1: and 20.2 | AHM<br><br>(Chapter-19,20) |
| **Mid Term Test** | | | | | |
| 12-13 | **Strategic Planning & Budgetary Control** | To discuss Budgeting as a Tool of Management Planning and Control – Uses and Organization of the Budget, Preparing | Uses of budgets, Operating budget, Cash budget, looking beyond budgeting | Problem 24-1: | AHM (Chapter-24) |

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|---|---|---|---|---|---|
| | | Budgets | | | |
| 14-16 | **Decisions Involving Alternative Choices (Short-term)**<br>❖ Dropping a product line<br>❖ Shut down / Subcontract<br>❖ Acceptance of Special Order | To discuss the considerable factors associated with strategic decisions of the firm such as 'make or buy' a product, using case analysis approach. | Enables to identify the important criteria while evaluating alternatives for decision making. | Problem 26-3: | AHM (Chapter-26) |
| 17-19 | **Capital Expenditure Decisions (Long-Run Decisions)** | To discuss concept of IRR, PBP, Terminal Value | Cash flows, Required rate of returns, IRR vs PBP, Preference Rules. | Problem 27-2: | AHM (Chapter-27) |
| 20 | **Closing Thoughts** | | | | |

Instructor: Koya Raghu Nadh, CFA
E-mail: koyaraghunadh@ibsindia.org
Office: F- 008

Contact: +91-9542098000

**Guidelines:**

- No background of accounting, finance or economics is necessary. You should not skip classes unless you absolutely have to do so. ***This is not the course that you can self teach.***
- Ensure that you read all the recommended materials and come to the class prepared for a healthy discussion.

**Reading Material:**

1. **Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (AHM), 13/e**

**Supplementary Reading Material:**

1. Accounting for Decision Making by Belverd Needles, Marian Powers and Susan Crosson, Cengage Learning
2. Introduction to Management Accounting by Horngren, Sundem, Stratton, Burgstahler and Schatzberg (14th Edition), Pearson

**Executive MBA – 2019 Batch**

**Course Title:** IT Strategy

**Faculty Instructor: Prof. V P Gulati (8639616158) Email : vpgul23@gmail.com**

Information technology strategies are critical to business as they can deliver not only effective business operations, but also competitively differentiated products and services for firms. This course describes the principles and methodologies for crafting and executing a successful business-aligned IT strategy to provide businesses with value delivery. The pedagogy is a mix of case studies and lecture discussions. Participation in the class discussions is highly desirable.

**Course Objective -** The course is designed to …

- Help the student appreciate the concept of IT strategy in theory and practice
- Allow the student to analyze the environment in which IT operates and understand the challenges in creating IT strategies.
- Enable the student to appreciate how IT strategies position themselves in a highly competitive market.
- Gain an understanding of how IT strategies deliver value to their target customers.

**Expected learning Outcomes**: At the end of the course the student is expected to…

Gain an understanding of the importance of IT strategy for an organization.

Understand how the external and internal environment jointly impacts an organization and its IT capabilities in different situations.

Understand the theory and science behind IT strategies. Understand how IT can be a significant tool in creating value and competing with rivals.

**Recommended Text Book:**

| TEXT BOOK | AUTHOR / PUBLICATION |
|---|---|
| IT strategy for business | Parag Kulkarni and Pradeep K Chande, Oxford University Press, 2008 |

**Detailed session Plan**

| Session. No. | Main Topic | Sub topics | Case | Session/s learning outcomes |
|---|---|---|---|---|
| 1, 2 | IT and strategy | Strategic | Media Tel: | • Role of strategy.<br>• Relationship between |

| | | | | |
|---|---|---|---|---|
| | | planning and IT, Information Technology Strategy Types of IT strategies, Design parameters, Evolution of strategy | Success Story (Text case pp 40-48) | strategy and IT.<br>• Alignment between IT strategy and business strategy<br>• Basics of formulating IT strategy for an organization. |
| **3,4** | Managing IT | IT Management, IT governance and strategy, Technology management, IT and business alignment | IT management at Max Pipes (Text case pp 90-93) | • Technology management process and outcomes<br>• Technology as a strategy and its alignment with business<br>• Performance measures and balance scorecard for IT<br>• Risk management |
| **5,6** | E-strategy | E-business and e-strategy, e-commerce and e-business, e-business model, e-strategy and e-economy | GM's e-business strategy (ICMR case study ITSY/049) | • Understand, appreciate and define e-strategy<br>• Understand how to establish mapping between business strategy, IT strategy and e-strategy<br>• Understand how to design and implement e-strategy in various business scenarios. |
| **7,8** | IT strategies for IT companies | Project companies and product companies, Strategic aspects for product companies, IT strategy for start-up product companies, Project life cycle and strategies, Technology change | Strategic decision making at ER Private Ltd (Text case pp 171-176) | • IT strategies for IT companies<br>• IT strategy for product companies<br>• Project and product life cycles<br>• Process of technology selection and strategic aspects |

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| | | management | | |
| **9,10** | IT strategies for outsourcing and offshoring | Outsourcing environment, costs of outsourcing, Outsourcing scenarios, IT strategies for outsourcing | Information technology outsourcing at BBC (ICMR case study ITSY/051) | • Outsourcing and offshoring as strategies to achieve business objectives<br>• Take decisions on what to outsource and when to outsource<br>• IT strategy outsourcing matrix |
| **11,12** | IT strategies for knowledge management | IT strategies and knowledge management roadmap, Knowledge industry and knowledge strategy, knowledge workers, IT strategic services, product and consulting. | Infosys's knowledge management initiatives (ICMR case study ITSY/055) | • KM and its role in achieving business objectives<br>• KM strategies<br>• IT strategies for knowledge transformation<br>• Relationship between IT and KM<br>• Role of IT strategy in knowledge economy. |
| **13, 14** | IT strategies for non-IT companies | Role of IT in non-IT companies, IT investment decision, technology selection and learning methodologies, IT strategies for service, product and consulting companies, ROI on IT investment | Digital strategies of Procter & Gamble (ICMR case study ITSY/069) | • Role of IT from strategic perspective<br>• Technology selection and learning methodologies in non-IT companies<br>• Strategic importance of IT and ROI on IT investments<br>• Offshoring and IT strategies for non-IT companies. |
| **15-16** | IT strategy implementation | IT strategy implementation, System and technology | IT implementation at Broke-Anytime (Text | • System and technology strategies<br>• IT strategies for product positioning<br>• IT strategy for product and |

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|---|---|---|---|---|
| | | strategies: Implementation aspects, Staffing related IT strategies, IT and business strategy: Alignment, measurement Inter-relationship and effectiveness study | case pp 315-316) | business leadership<br>• IT strategy audit<br>• Measuring success of IT strategy |
| **17-18** | Global IT strategies | IT strategy in a global environment, Global product life cycle, Parameters of global strategy, Global IT strategy issues, cost-benefit analysis of global strategies, Strategic KM in global organizations. | Big data strategy of IBM (ICMR case study ITSY/076) | • Global aspects of IT strategy<br>• Issues in implementing global strategies<br>• Transition from local to global market<br>• How to build more secure and reusable environment for global operations |
| **19-20** | IT security strategies | IT security issues, security strategy framework, outsourcing and offshoring related security challenges, e-commerce security, security certifications and audit. | Security strategy implementation to build competitive advantage (Text case pp 414-416) | • IT security issues<br>• IT security strategies of an organization<br>• Role of cryptography<br>• Encryption, authentication and authorization<br>• Formulation of security policies<br>• Viruses and worms<br>• Intrusion detection<br>• Legal strategies |

# Course Handout


*Course Title* : BUSINESS **LAW** Tem: **II**

*Faculty Name* : **SUDEEPTA PRADHAN**

Room No : E 106

Mobile No : 9948748298 Email: sudeepta.pradhan@ibsindia,org


**Course Objectives**:

The course is designed to provide:

- Basic knowledge of the legal system in which business entities function.
- An in-depth understanding of the structure and interpretation of laws which are relevant to the functioning of business entities.
- A functional knowledge of the laws of the land which impact business decisions.

**Expected Learning Outcomes**:

Upon completion of this course, students are expected to:

- Demonstrate an understanding of the Legal Environment of Business.
- Outline the legal framework in which a business operates.
- Apply basic legal knowledge to business transactions.
- Explain the effects of government policy on the legal environment of business.
- Communicate effectively using standard business and legal terminology.

**Recommended Text Book**:

- **Legal aspects of Business**,By *Ravinder Kumar,* (2016),4th edition,Cenegage Learning India(P) Ltd.

**Suggested Reference books**:

- **Legal aspects of Business**,by*Akhileshwar Pathak*, 6th edition, Mc Graw Hill Education.
- **Elements of Mercantile Law**: by *N D Kapoor*, 35th edition,Sultan Chand &Sons.

**Course Outline:**

| Sl No | TOPIC | Learning Outcomes | Case /Reading article/ Lecture / Activity | Chapter |
|---|---|---|---|---|
| 1 | Introduction to the Legal Aspects of Business,<br><br>Establishing contractual | • Appreciate the importance of Legal environment of Business.<br>• Understand the nature, purpose and significance of law.<br>• Describe the various forms of business organizations and their differences.<br>• Define offer, acceptance, consideration, agreement and a contract. | Class Lecture<br><br>Balfour vs. Balfour. | - |

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| | relationships. | • Understand the classification of contracts and their differentiating features<br>• Understand the essential features of a valid contract | | 1 |
| 2 | Legal rules for Offer, Acceptance and Consideration | • Distinguish between different types of offer Appreciate the essentials (legal rules) of a valid Offer, Acceptance.<br>• Explain how an offer is communicated, accepted and revoked. Understand the rules governing valid consideration.<br>• Appreciate the bearing of lawful object on the validity of contract.<br>• Explain when the object or consideration is deemed to be lawful/unlawful and the effect of partial illegality.<br>• Describe the essential elements of valid consideration and the legality of contracts without consideration. | Carlill Vs. Carbolic Smoke Ball Co. | 2 |
| 3 | Competency of Parties | • Understand the competency of parties to a contract.<br>• Appreciate the position of agreements with a minor.<br>• Describe the effect of agreements made by persons of unsound mind/disqualified by law. | Mohoribibi vs. DharmodasGhose; | 3 |
| 4 | Free consent | • Understand the significance of free consent and how the flaws in consent impair contract validity.<br>• Appreciate how coercion, undue influence, misrepresentation, fraud and mistake affect free consent. | Void and Voidable Contracts: The Legal Dilemma | 4 |
| 5 | Void Agreements, quasi-contracts and Contingent Contracts | • Distinguish between void agreements and void contracts and illegal agreements.<br>• Describe the essentials of a contingent contract and how a contract can be enforced.<br>• Explain how contingent contracts differ from wagering agreements and quasi-agreements. | Class Lecture | 5 |
| 6 | Performance and Discharge of Contract<br><br>Remedies for Breach of Contract | • Appreciate the importance of performance as the most obvious means of discharging a contract.<br>• Highlight other modes of discharge like mutual agreement, operation of law etc.<br>• Elucidate the meaning of breach of contract.<br>• Appreciate the various remedies available to the aggrieved party in case of breach. | Class Lecture | 6<br>7 |

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| 7-8 | Contracts of Indemnity, Guarantee, Lease, Hire purchase.<br><br>Contracts of Bailment and Pledge ; Lien, Hypothecation, Mortgage, Gift, Exchange<br><br>Contract of Agency | • Explain and distinguish between the two special types of contracts of indemnity and guarantee.<br>• Appreciate the rights of an indemnity holder and the extent of surety's liability.<br>• Understand the procedure for revocation of continuing guarantee and the rights and discharge of surety.<br>• Explain the meaning of lease and hire-purchase contracts and appreciate their differences.<br>• Describe the rights and duties of bailor, bailee, pledger and pledge.<br>• Explain and appreciate the meaning of Lien, hypothecation, mortgage and gift and appreciate their differences.<br>• Understand the test of determining the existence of an agency.<br>• Appreciate the rights and duties of an agent,his liability to the principal and modes of creating and terminating an agency. | Class Lecture | 8 |
| 9 | Sale of goods Act: Agreement to sell and sale, Conditions and warranties | • Understand the nature of contract of sale and compare the sale and agreement to sell.<br>• Appreciate the meaning and differences between conditions and warranties<br>• Describe the transfer of property in goods and performance of a contract of sale.<br>• Outline the rights of an unpaid seller against the goods as well as against the buyer personally. | Class Lecture | 9 |
| 10 | Partnership Act: Formation, Registration, Mutual rights, duties and liabilities of Partners | • Understand the provisions relating to the nature and formation of partnership, the rights, duties and liabilities of partners.<br>• Appreciate the procedure for dissolution of partnerships. | Class Lecture | 10 to 12 |
| 11 | | **Test-1** | | |
| 12 | Formation of a Company, and Prospectus. | • Get an overview on corporate legal framework and elaborate the four major stages involved in the formation of a company.<br>• Describe the procedure and provisions for | Class Lecture | 17 |

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| | Memorandum (MOA) and Articles (AOA), Share capital and debentures, Membership. | issuance of prospectus.<br>• Understand the rules to be followed in preparing MOA and AOA.<br>• Highlight the provisions relating to raising of capital by a company | Class Lecture | 18 |
| 13 | Management Meetings and Winding Up of Company. | • Describe company management, role of managing director and other directors, their power and liabilities, qualifications and disqualifications, appointment, remuneration and removal from the company.<br>• Appreciate the provisions of law relating to the meetings of a company and winding up of a company. | Class Lecture | 19 |
| 14 | The Consumer Protection Act,1986 | • Understand and appreciate the salient features of the Act.<br>• Explain its aims and objectives, major concepts and rights of consumers as provided in the Act. | Class Lecture | 21 |
| 15 | RBI and SEBI Role and functions. | • Comprehend and describe the objectives, powers and functions of RBI and SEBI and their role in the regulation of money market and capital market respectively. | Class Lecture | 23 |
| 16 | Negotiable Instruments(NI) Act,1881<br><br>Dishonor and discharge of negotiable instruments | • Get an overview on NI Act,1881<br>• Understand and appreciate the kinds of negotiable instruments and major concepts relating to negotiation, assignment and presentment of negotiable instruments.<br>• Describe the legal rules relating to the dishonor and discharge of negotiable instruments | Class Lecture | 13 to 15<br><br>16 |
| 17 | Introduction to Income Tax Act,1961 | • Appreciate the major concepts and important provisions of i)Income-tax Act,(ii)Insurance law and (iii) Foreign Exchange Management Act,1991. | Class Lecture | - |
| 18 | Introduction to Insurance Law | • Appreciate the major concepts and important provisions Insurance Law and the essential features of Contract of insurance. | Class Lecture | - |

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| 19 | Intellectual Property Rights(IPRs) | • Get an overview on the subject matter of Intellectual property(IP)<br>• Appreciate the rationale behind IP and its international dimensions.<br>• Discuss the various categories of IP rights and the emerging issues in IPR. | Class Lecture | 32 |
| 20 | **TEST 2** | | | |

**Expectations from Students**

g. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

h. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

i. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

j. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component.

k. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| **Test I** | 1 | 11th Session | Third day from the exam date. | **20** |
| **Test II** | 2 | 20THSession | Third day from the exam date. | **20** |
| **End exam** | At the end of the semester | | | **60** |
| | Total | | | **100** |

**Electronic and Web resources: Swayam Videos, Syndicated Databases**

EXECUTIVE MBA – TERM- 3 **(2019-21).** Batch- A.
**Course: Understanding Financial Statements**

**Faculty: Dr B Brahmaiah,**

**e-mail:** brahmaiahb@ibsindia.org

**Office: F- First Floor, 102 Mobile: 98492 52843**

**Course Description: This course is designed** to help you develop a **framework** for understanding financial statements and managerial reports **by learning the basic accounting principles, concepts and standards. At the end of this course, the participants will be capable of preparing and understanding financial statements and use financial accounting information for taking business decisions.**

**Course Objectives:** To help participants become intelligent users of accounting information and make comfortable with Language of Business;

Enable the participants to go beyond bookkeeping and computation.

**Learning Outcome of the Course:**

- Knowing types of financial statements (Income Statement, Balance Sheet and Cash Flow Statement) and how they are related?
- The participants will be familiar with fundamental accounting terminologies, methods and various uses and users of financial statements and how each one would use the annual report published by the firm;

| Sess-ions | Topics | Teaching Objectives | Learning Outcomes | Sources /Readings |
|---|---|---|---|---|
| 1 | **Introductory Session** | To introduce the course and highlight its significance and role in a business career. | Understanding and appreciating why accounting is important? | Introduction to Framework given by ICAI. |
| 2 | Need for Accounting Information<br><br>Financial Statements Overview | To differentiate accounting Vs. non-accounting information<br><br>To know about the important financial statements and the | Familiar with type of information that affects books of accounting.<br><br>Familiar with important accounting statements and their need for a | (Chptr-1) |

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| | | purpose thereof. | firm. | |
| 3-4 | Basic Accounting Concepts:<br><br>**Balance Sheet**<br><br>Assets, Liabilities and Owner's Equity<br><br>Money Measurement Concept, Entity Concept, Going Concern concept,<br><br>Cost Concept,<br><br>The Dual Aspect Concept | To discuss the elements of Balance Sheet.<br><br>To discuss the various concepts that relate to Balance Sheet | Understanding Balance Sheet Understanding various concepts in identifying assets, liabilities and equity related transactions, and their appropriate recording. | AHM<br><br>(Chptr-2)<br><br>Case 2-2: Music Mart Inc |
| 5-6 | Basic Accounting Concepts:<br>**Income Statement**<br><br>The Accounting Period Concept,<br><br>Conservatism Concept, Realization Concept, Matching Concept Consistency Concept, Materiality Concept<br><br>*Recognition of Expenses*<br>Criteria for Expense Recognition, Expenses and Expenditure,<br>Revenues, Cost of Sales, Gross Margin, Expenses, Gains, Net Income, Retained Earnings.<br><br>Accrual versus Cash Based Accounting | To discuss the elements of Income Statement.<br><br>To discuss the various concepts and principles that Income Statement is based on.<br><br>To highlight the differences between expenses and expenditures; revenues, profits, and gains; | Understanding the application of the principles and concepts associated with income statement.<br><br>Ability to discern the accounting line items rightly in appropriate heads.<br><br>Enables to prepare Income statement of a firm. | AHM<br><br>(Chptr-3)<br><br>Case 3-4: Pinetree Motel |
| 6-8 | Accounting Records and Systems<br><br>Book Keeping<br><br>Fundamentals<br><br>Accounting Process<br><br>Transaction analysis<br><br>Adjusting and Closing process | Discussion and analysis Accounting Records and Systems<br><br>Book Keeping<br><br>Fundamentals<br><br>Accounting Process<br><br>Transaction analysis | Understanding the application of the principles and concepts associated with income statement.<br><br>Enables to prepare Income statement of a firm. | *AHM-Chapter-4*<br><br>*Problems: 4.1*<br><br>*4.2*<br><br>*4.3*<br><br>*4.4* |

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|---|---|---|---|---|
| | Accounting Systems | Adjusting and Closing process<br><br>Accounting Systems | | |
| 9-10 | Revenue Recognition<br><br>Concept – Gross versus Net<br><br>Timing of Revenue Recognition<br><br>Delivery / Sales Method, Collection Method, Production Method, Percentage of Completion Method, Installment Method<br><br>Amount of Revenue Recognition Cash Discounts, Revenue Adjustment versus Expense, Warranty Costs. | To Discuss the criteria for revenue recognition under accrual accounting so as to know when, and how much revenue should be recognized.<br><br>To discuss various methods associated with revenue recognition. | Understanding of how accounting transactions influence operating decisions and<br><br>Knowledge of improper ways that can be used to inflate the operating performances. | AHM<br><br>(Chptr-5)<br><br>AS-9<br><br>Case 5-3: Joan Holtz (A) |
| 11-12 | Inventory valuation in Merchandising / Manufacturing / Service Companies<br><br>Full Cost of Inventory<br><br>Product versus Period Cost<br><br>Periodic versus Perpetual<br><br>Methods of Inventory Costing Specific Identification Method<br><br>FIFO, LIFO, Average Cost Method<br><br>Valuation Principle | To discuss principle and various methods of inventory valuation | Familiarity with the methods to value inventory and understanding the reporting consequences under each method. | AHM<br><br>(Chptr-6)<br><br>AS-2<br><br>Case 6-2: Lewis Corporation<br><br>Case 6-4: Joan Holtz (B) |
| 13-15 | Long-Lived Assets<br><br>Asset versus Expense | To describe the nature of long-term assets and its various kinds. | Learning how the Long term assets differ from other assets in terms of its use in the business | AS-10<br><br>Case 7-1-Stern |

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|---|---|---|---|---|
| | Self Constructed Assets<br>Depreciation and Disposal<br>Depletion and apreciation<br>Intangible Assets<br>Goodwill, Patents and Copyrights<br>Research and Development Cost | To discuss their recording principle in the books of accounts. | and valuation in the books. | corporation (B)<br>Case 7-3: Stafford Press |
| 16-18 | Purpose of Cash Flow Statement<br>Utility, Liquidity versus Profitability<br>Contents of Cash Flow Statement<br>Cash flow from Operating Activities, Investing Activities, and<br>Financing Activities<br>Direct method versus Indirect method | To discuss the difference between cash flow and earnings and importance of cash-flow statement (CFS)<br>To discuss the broader activities affecting the cash flows to the firm<br>To discuss the preparation of CFS under different methods. | Learning and appreciating about cash flow statement being a derivative of Income Statement and Balance Sheet.<br>Learning how and why a company can be cash rich yet unprofitable, and vice-versa.<br>Enables to prepare cash-flow statement for a company. | AHM<br>(Chptr-11)<br>AS-3<br>11-2: Amerbran Company |
| 19 | Understanding Annual Report<br>Notes, Schedules, Auditors Report, Directors Report, M D & A, Off Balance Sheet Items | To discuss the annual reporting by companies and detailed content of the report | Familiarity with the annual reports of companies, its purpose and content | AHM<br>(Chptr-14)<br>Reliance Industries Ltd's Annual Report |
| 20 | **Test** | | | |

**Reading Material:**

1. Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (AHM), 13/e
2. Framework for Preparation and Presentation of Financial Statements – Issued by ICAI (http://www.mca.gov.in/XBRL/pdf/framework_fin_statements.pdf)
    a. Accounting Standards (AS)– Issued by ICAI (http://www.icai.org/post.html?post_id=8660)

**Evaluation:**

1. Assignment — 20 Marks;
2. Written Test – 20 Marks
3. End Term Evaluation – 60 Marks

## Course Teaching & Evaluation Plan

**Course Name: Business Strategy** Executive MBA - **Faculty: Dr. Sunny Bose**

**Email: sunny.bose@ibsindia.org**

**Course Objective:** This course enables the students to understand how businesses can develop competitive advantage through strategically synchronizing various functional areas, processes and systems in an organization to be in coordination with internal and external environments and the challenges it throws thereof. The course traverses through the stages of strategy formulation, implementation, evaluation and contemporary innovative practices.

**Learning Outcomes:**By the end of the course, students are expected to have a detailed knowledge of the strategic management process and its role in creating sustainable competitive advantage. Further, students are expected to appreciate the strategic choices that organizations make at SBU as well as corporate levels for future growth and sustainability.

**Text Book:**

- Exploring corporate strategy: Text and cases, – Johnson, G., Scholes, K., & Whittington, R., Pearson Education.

**Suggested reference books**:

1. Strategic Management and Competitive Advantage, 5e, Jay B Barney & William S. Hesterly, Pearson.
2. Crafting & Executing Strategy: The Quest for Competitive Advantage - Concepts and Cases,19e, Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. McGraw-Hill Education.
3. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management - Bruce Ahlstrand, Henry Mintzberg, and Joseph Lampel, The Free Press, New York
4. Concepts in Strategic Management & Business Policy, 13e, Thomas L Wheelen & David Hunger J, Pearson publication.
5. Strategic Management, 3e, Dess, Lumpkin & Eisner, Tata McGraw Hill
6. Strategic Management, 9e, Hitt, Ireland, Hoskisson, & Manikutty, Cengage Learning
7. Competing for the Future,1e: CK Prahalad & Gary Hamel, Free Press.
8. The Fortune at the Bottom of the Pyramid, 1e - Prahalad, C. K. Pearson Education, India.
9. Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant , 1e - Kim, W. C., & Mauborgne, R. Harvard Business Review Press.
10. Business model generation: a handbook for visionaries, game changers, and challengers, 1e - Osterwalder, A., & Pigneur, Y., John Wiley & Sons.
11. Cases in Environment of Business, 1e, David W Conklin, Sage Publishing.

### TENTATIVE TEACHING & EVALUATION PLAN

| Mod | Session-wise agenda | Learning Outcomes |
|---|---|---|

| | | |
|---|---|---|
| 1 | **1 to 2:** Class discussion:<br>**Topic:**Strategic Management & Process: Strategy and strategic management process – vision, mission, objectives, choices, & implementation; Competitive advantage (CA) & different measurements; Strategic drift; Emergent versus intended strategies; & Logical incrementalism. | Understanding the relevance of strategic management to CA & Logical incrementalism for considering emergent strategies. |
| | Case – Robin Hood | |
| 2 | **3 to 5:** Class discussion:<br>**Topic:**Evaluating External Environment:<br>The structure-conduct-performance model<br>The macro environment – PESTEL & Porter's National Diamond; Sources of competition –<br>Five Forces Framework; Industry structure and opportunities. | Understanding firm's performance model; role of external environment; the degree of threat on performance; & industry structure as source of opportunities. |
| 3 | **7 to 9:** Class Discussion<br>**Topic:**Evaluating Internal Capabilities:<br>The Resource Based View of firm; VRIO framework & application; Managing strategic capability – The Value Chain Analysis; Imitation and competitive dynamics. | Understanding the role of resources & capabilities in developing CA; using value chain to identify critical resources and capabilities; Managing & delivering value. |
| | **Article-4:** Competing on Resources | |
| 4 | **10 to 13:** Class Discussion<br>**Topic:** Business Level Strategies:<br>SBUs & Competitive Advantage (CA) – The Strategy Clock model; Sustaining CA –The Generic Strategies; Cost Leadership (CL) – sources, value, competitive advantage & organize to implement; Product Differentiation (PD) – value, competitive advantage & organize to implement; the stuck-in –the-middle possibility. | Identifying and sustaining SBU's position and developing competitive advantage through cost leadership or differentiation and to avoid the possibility of lock-in situations. |
| 5 | **15 to 16:** Class Discussion<br>**Topic:**Corporate level Strategies:<br>o Vertical Integration-value, competitive advantage & implementation;<br>o Diversification- types, value, competitive advantage & implementation;<br>o Strategic Alliances – value, threats, competitive advantage & implementation;<br>o Mergers & Acquisitions – value, returns, competitive advantage & implementation;<br>o International Strategies – value, access to customers/factors, developing core competencies, risks, & implementation. | Understand different strategic options at corporate level; relevance of capabilities to vertical integration; Diversification to exploit economies of scope; creating value through strategic alliances; M&A to achieve competitive advantage; Gaining access to markets, factors and managing risks |
| 6 | **18-20:** Class Discussion<br>**Topic:**Implementing corporate strategies: | Understanding the restructuring imperative for |

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| | Organizational structure – types, restructuring & turnaround management; The Board Of Directors – Agency conflicts & compensation decisions; Allocation of Resources – BCG matrix | turnaround decisions; Resource allocation to strategic priorities; and the Board Dynamics. |

**Expectations from Students**

Punctuality; Preparation; Participation; Discipline; and Formal dressing is suggested for all students.

**Evaluation Timeline:**

Keeping in line with continuous evaluation at IBS, the following schedules have been drawn and students are expected to strictly follow the timeline mentioned and prepare accordingly.

| Component | Component | Evaluation slot | Declaration | Marks |
|---|---|---|---|---|
| Non Class Participation | Assignment-1 | Session -6 | Session-13 | 10 |
| | Assignment-2 | Session -15 | Session-24 | 10 |
| End exam | At the end of the semester | | | 40 |
| | Total | | | 100 |

**Faculty Profile:**

https://www.researchgate.net/profile/Sudeepta_Pradhan
https://scholar.google.co.in/citations?user=ks69xjIAAAAJ&hl=en

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## Course Handout

*Course Name*: **Quantitative Methods**

*Faculty Name*: Dr. Sashikala P
Room No: E - 103

Mobile No: 9160017105 Email: sashikala@ibsindia.org

**Course Objective:** A Manager is called for to take decisions in organizations. Hence, analytical ability and analytical thinking is important for managerial decision making. This course aims at equipping you with analytical concepts, tools and techniques which will enhance your capabilities for objective decision making. The course will also build your foundations for receiving courses like Managerial Economics, Operations Management, Business Research Methods, Marketing Research, Portfolio Management, Financial Econometrics etc. during the MBA program at IBS. This course is designed to meet the above agenda.

**Learning Outcomes:** At the end of the course a student is expected to be equipped with statistical thinking ability and application of basic statistical tools in business context through this thinking.

**Recommended Text Book:**

| TEXT BOOK | AUTHOR / PUBLICATION |
|---|---|
| Statistics for Business and Economics | David R Anderson, Dennis J Sweeny and Thomas A Williams, Cengage Learning, 11e, New Delhi, 2011 |

**Suggested books:**

| *BOOKS* | *AUTHOR / PUBLICATION* |
|---|---|
| Business Statistics in Practice | Bruce L Brown, Richard T O'Connell and Emily S Murphree, Tata McGraw-Hill Edition, 2010 |
| Decision Making using Microsoft Excel | S Christian Albright, Wayne L Winston and Christopher J Zappe, Cengage Learning, 2009 |
| Statistics for Managers using Microsoft Excel | David M. Levine, David Stephan, Timothy C. Krehbiel, Mark L. Berenson, Fifth Edition, PHI Learning, 2009 |
| Statistics for Management | Richard L. Levin & David S. Rubin, Pearson, 2010 |

**Course Outline:**

| Sl. No. | Session No. | Topic | Key Concepts | Case & Case No. | Chapter Reading | Learning Outcome |
|---|---|---|---|---|---|---|
| | Descriptive Statistics | | | | | |

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|---|---|---|---|---|---|---|
| 1. | 1-2 | Measuring & summarizing Data | Scales & Measurements, Tabular & Graphical presentation of Data, Central Tendency and Dispersion | Data sets from Chapters 1 to 3 from the Prescribed Text Book (ASW) | Chapters 1 to 3<br><br>Excluding Stem & Leaf Display, Dot Plot, Simpson's Paradox<br><br>Section 3.5 will be covered in Linear Regression | • Measuring tools for data<br>• Quick data summary through graphic depictions<br>• Summarizing the data concentration<br>Measuring the spread in data. |
| | **Probability Concepts** | | | | | |
| 2. | 3-4 | Basic Concepts of Probability | 1. Experiment<br>2. Events & Probability<br>3. Probability Rules<br>4. Conditional Probability | | Chapter 4 | • Probabilistic way of thinking in general and in managerial contexts. |
| 3. | 5 | Random Variable | Concept of Random Variables & Distributions | | Chapter 5<br><br>Excluding Section 5.6 | • To understand random variable as a prelude to studying random behavior and drawing inferences. |
| | **Discrete Probability Distributions** | | | | | |
| 4. | 6 | Specific Discrete Distributions | Binomial, Poisson | | Chapter 5<br><br>Excluding Section 5.6 | • Concepts and simple managerial applications |
| | **Continuous Probability Distributions** | | | | | |
| 5. | 7-8 | Specific Continuous Distributions | Normal Distribution | | Chapter 6 | • Concepts and managerial applications<br>• Normal probability reading and applications |
| | **Sampling & Sampling Distribution** | | | | | |
| 6. | 9-10 | Various Sampling Methods, Sampling Distributions & associated concepts | 1. Simple Random Sampling & other sampling methods<br>2. Point Estimation | | Chapter 7<br><br>Excluding | Concept of sampling and sampling distribution as a pre- |

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| | | | 3. Sampling Distributions of Mean & Proportion<br>4. Unbiased nature of Point Estimators | | Efficiency and Consistency properties of a point estimator from Section 7.7 | requisite to hypothesis testing |
| | **Estimation & Testing of Hypothesis – 1 (One Sample Tests)** | | | | | |
| 7. | 11-13 | Estimating from samples, Hypothesis Testing & associated concepts (One Sample Tests) | 1. Interval estimation of mean & proportion<br>2. Sample size determination<br>3. Null & alternate hypotheses<br>4. Type I & Type II Errors<br>5. Testing for Mean & Proportion | a. Care Hygiene (ICMR Case)<br>b. Conversys Inc. A & B (IBSCDC:QM 0010 & QM0033) | Chapters 8 & 9<br><br>Excluding Sections 9.7 & 9.8 | Carrying out of testing of hypothesis in one sample situation (with managerially relevant cases) |
| | **Estimation & Testing of Hypotheses – 2 (Two Sample Tests)** | | | | | |
| 8. | 14-15 | Hypothesis Testing & associated concepts (Two Sample Tests) | 1. Testing for equality of Means<br>2. Testing for equality of Means two Populations with matched samples | a. Care Hygiene (ICMR Case) | Chapter 10 | Carrying out of testing of hypothesis in two sample situation (with managerially relevant cases) |
| | **Analysis of Variance** | | | | | |
| 9 | 16-17 | Analysis of Variance | 1. Testing equality of Means of several Populations<br>2. Multiple Comparison Procedures | | Chapter 13.1, 13.2, 13.3<br><br>Excluding Type 1 Error Rates | • Testing for equality of several population means (with managerial applications)<br>Multiple comparison of means to arrive at meaningful managerial conclusions |
| | **Regression Analysis** | | | | | |
| 10. | 18-20 | Regression Analysis | 1. Simple Regression – Estimation, Testing, Prediction & Residual Analysis | - | Chapters 14 | • Understanding cause & effect relationship between a dependent and an |

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| | | | 2. Multiple Regression – Interpreting Software output | | | explanatory variable (with managerial examples). Understanding cause & effect relationship between a dependent and several explanatory variables (with managerial examples). |

**Human Capital Management**

**Term -4 (2019-2021)**

**Instructor details:**

Dr. Manish Gupta

Room No. D111

Email: manish.gupta@ibsindia.org

**Course Description:**

The management of human capital has the potential to be the source of competitive advantage in high-performance organizations. Due to rapidly changing demographics, technologies, mergers, alliances, and increased global competition, the processes of managing human capital are becoming more central to effective organization practices and outcomes. It is obvious that companies that want to succeed need excellent people. But companies need cultures and systems in which individuals can use their talents. More importantly, general managers must be aware of their own assumptions about people and why individuals come to work. While virtually all leaders in organizations say they are committed to their people, many do not apply this belief. This course will give an understanding of the importance of human capital in an organization and how value creation can be made through human capital.

**Textbook:**

Human Resource Management by Dessler and Varkkey, 16th edition. Pearson Publication

**Reference books**

1. Human Capital Management –Achieving added value through people. Angela Baron &Michael Armstrong
2. How to measure Human Resource Management (3rd ed.)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.
3. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.

**Course Objectives:**

- To emphasize the importance of Human Resource and Human Capital in an organization
- To integrate HRM with corporate strategy to demonstrate how it leads to competitive advantage of the firm
- To enumerate and describe the systematic processes involved in acquiring, managing, motivating and developing Human Resource Capital

**Session Plan**

| Topics | Learning Outcomes | Case/Reading |
|---|---|---|
| **Introduction to Human Capital Management**<br>• Evolution of Human Resource Management.<br>• HRM functions and roles.<br>• Human Capital Management (HCM)-Defining Human Capital &HCM<br>• Human Capital Theory and HR practices<br>• Human Capital Advantage and Resource Based Strategy<br>• Challenges in the current workforce in the context of Human capital.<br>**Sessions 1-2** | • Understand the concept and importance of HRM<br>• Gain insight into functions of HRM and HR activities<br>• Understand Human Capital Management and its relation and difference to HRM.<br>• Understand the importance of Human Capital to gain strategic competence. | Case- Best Buy: Discontinuing 'Results Only Work Environment'<br>**(ICMR CASE)**<br><br>**Reading-** Jeffrey Pfeffer, "The Business Case for Managing People Right," The Human Equation, (Chapter 2).<br><br>**(Instructor Material)** |
| **HRM & Strategy – Strategic HRM - Strategic challenges**<br>• Effectiveness of HR initiatives –<br>• Measuring Human Capital-issues, Classification of measures. | • Understand the criticality of Strategic Human resource management & QWL<br>• know how human resources can become a core competency for organizations<br>• Gain insight into criticality of HR functions | HR joins the Analytics revolution, HBR (2014)<br><br>**(HBR Case)** |

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| • A brief overview of HR metrics – HR and Balanced Score Card – Human capital effectiveness Measures.<br><br>Sessions 3 | • Appreciate the impact HRM makes on the organization<br>• Learn how to measure the effectiveness of HR<br>• Investment orientation-HRM | |
| **Job Analysis and Job Design:**<br>• Concept of Job Analysis<br>• Methods of Job analysis<br>• Job Description<br>• Job Specification<br>• Job Design<br>• Comparing task-based job analysis with the competency approach<br><br>Sessions 4 | • Understand legal and behavioral aspects of Job analysis<br>• Learn how to conduct and apply scientific Job analysis Methods.<br>• Write a job description and the job specifications<br>• Compare task-based job analysis with the competency approach | Activity - Job description and Job specification |
| **Human Resource Planning (HRP) and Retention :**<br>• HRP - Need and Importance – HRP– Analyzing internal and External sources of supply –<br>• forecasting Demand and supply for employees-<br>• Quantitative tools for forecasting manpower requirements.<br>• Analysis of Manpower supply<br>Sessions 5-7 | • Understand HR planning process and its importance<br>• Identify factors to be considered in forecasting the supply and demand for human resources in an organization.<br>• Learn how to deal with a surplus of human resources. | Case-Bersin by Deloitte. Continuous, Cost-Driven Workforce Planning **(Instructor material)**<br>Case Study: Workforce Analytics at Sun **(Instructor material)** |
| **Recruitment**<br>• Strategic recruiting – Analyzing labor markets –<br>• Strategic recruiting decision - presence & image – employment branding –outsourcing – Flexible – Temporary worker Diversity – | • Understand the strategic aspects of recruitment<br>• Understand the characteristics of labor markets to assist in strategic recruiting<br>• To examine the External, Internal and E- based recruitment methods<br>• Discuss factors to consider | **Recruiting - The Cisco Way (ICMR CASE)**<br><br>**Case-** Beyond Resumes: Marriott Using Gamification to Recruit Top Talent in |

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| Realistic Job Preview<br>• Methods of recruiting<br>• External sources – Internal sources – E- recruitment or Internet based – Evaluation metrics for effectiveness<br>**Session – 8-9** | when evaluating recruiting efforts. | Hospitality<br>**(ICMR CASE)** |
| **Selection – Placement**<br>• Selection Process- Person Job Fit - Person Organization Fit –<br>• Selection criterion – validity and reliability<br>• Elements of Selection Process - Steps– Applicant Job Interest – Pre employment screening – Application or Resume – Selection Testing - Various types of Tests –<br>• Selection Interview: Methods and Process –<br>**Session : 10** | • Gain systematic understanding of selection Process<br>• Discuss the importance of validity and reliability of selection process<br>• Identify types of selection tests<br>• Compare different types of selection interviews<br>• Legal implications of background checks | Case-<br>Recruitment & Selection at Menlo Innovations<br>(ICMR CASE) |
| **Employee Training and strategic importance**<br>• Training Process<br>• Need Assessment – Organizational – Task – Individual<br>• Training Design – Learner characteristics – Instructional strategies –<br>• Training Delivery – Nature internal or external – subject matter – methods - On job – off job – Internet or online -<br>• Training evaluation Models- Kirkpatrick Model. | • Gain knowledge into the strategic Importance of Training<br>• How to conduct the training<br>• Learn four phases of the training process with clear emphasis on each<br>• Identify three types of analyses used to determine training needs.<br>• Four levels of training evaluation. | 1. Employee Training & Development at Ritz-Carlton: Fostering an Exceptional Customer Service Culture<br>**(ICMR CASE)**<br>2. Short Case- Training Metrics: Calculating Training ROI.<br>**(Instructor material)** |

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| • Training metrics-ROI<br><br>**Session : 11-12** | | |
| **Performance management - performance appraisal -**<br>• Types of performance information-criterion and standards –<br>• Objectives of Performance Appraisal<br>• Selection of Performance Objectives, Developing Performance Standard<br>• Performance Metrics<br>• Building a performance management system<br>• Methods of performance appraisal-<br>• -Trait methods – Behavior methods – Result based - Modern Methods of Appraisal, (including MBO, 360 degree, Assessment Centre, Balance Scorecard, etc)<br>• HR Scorecard as a metric for evaluating performance<br><br>**Session : 13 – 15** | • Know what is performance<br>• How Performance is measured<br>• How to establish job criteria and performance standards -criterion contamination and deficiency.<br>• Identify uses of performance appraisal.<br>• Errors rates make.<br>• advantages and disadvantages of multisource (360°) appraisal.<br>• concerns about appraisal feedback interviews. | |
| **Compensation Management:**<br>• Total Reward components<br>• Compensation – types – Philosophy<br>• Benefits – components<br>• Performance based<br>• Design issues in compensation –<br>• Legal constraints on Pay<br>• Nature and Purpose Minimum Wage, Fair Wage, Living Wage - Basic Kinds of Wage Plans - Elements of a Good Wage Plan<br><br>Developing of Base pay<br>• Job evaluation Methods Job based : Points – ranking – | • Understand what is total compensation<br>• Clearly grasp types of compensation<br>• Understand the philosophies involved in designing compensation<br>• Elements of a Good Wage Plan<br>• Develop skills in evaluating the job design<br>• Importances of variable pay and identify elements of successful pay-for-performance plans.<br>• Discuss types of individual incentives.<br>• Understanding of Compensation of sales employees<br>• Concerns that must be | **Case-**<br>(This case has two parts)<br><br>Marshall & Gordon: Designing an Effective Compensation System (A) & (B)<br><br>**(HBR Case)** |

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| Classification – factor comparison methods –<br>• Calculation of Job Evaluation factor<br>• Market Pricing based :<br>• Pay Survey :<br>• Establishing Pay Structures – Pay Grade – Pay Range – Individual pay<br>• Determine pay increases - Performance based and Standardized adjustments<br>• Pay Structures in India<br>Variable Pay – Developing successful variable pay plans<br>• Types of variable pay – Individual – Monetary incentives – Piece Rate – Bonus – Spot bonus - Non-monetary Incentives – Performance awards – Recognition awards – Service awards<br>• Group – Gain sharing - Group or team incentives<br>Managing Employee Benefit<br>**Session 16-18** | addressed when designing group/team variable pay plans.<br>• Profit sharing and employee stock ownership are common organizational incentive plans.<br>• Identify the components of executive compensation<br>• Define a benefit and identify two strategic reasons why employers provide benefits.<br>• Importance of benefits<br>• Importance of managing the costs of health benefits<br>• Trends in benefits | |
| **Managing Careers:**<br>• Concept – views on careers – types of careers<br>• Career planning – individual career choice V organizational career paths<br>• Career Progression – Career stages – Early career – Career plateaus – Career transition | • To recognize the role of individuals & organizations in career planning<br>• Face several career issues that organizations and employees face.<br>• Appreciate the human resource development, process.<br>• Discuss specific advantages and problems associated with assessment centers.<br>• Identify four on-the-job and | Case<br>Infosys Role and Career Enhancement: A People Strategy or Fall from Grace?<br>**(ICMR Case)** |

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| • Career issues – Technical – Professional – women – Glass ceiling – Dual careers – Global careers<br><br>• Developing Human resources – Focus – need analysis methods – HR development approaches – supervisor and Leadership – Problems<br><br>Succession planning, downshifting.<br><br>**Session : 19** | four off-the-job development methods.<br>• To appreciate succession management process | |
| **Employee Relations and Collective Bargaining:**<br><br>Unions :<br><br>• Employers and employee perspectives<br><br>• Objectives of industrial relations<br><br>• Trade unions – objectives<br><br>• Labor laws : Trade Union Act, Industrial Disputes Act, Factories Act, Workmen's Compensation Act –others<br><br>• Collective Bargaining: Characteristics – Issues - Process - Industrial dispute<br><br>**Session : 20** | • Understand what a union is – why unions are formed and why employers resist them<br>• Discuss industrial relations and trade unions in India<br>• Learn the nature of each of the major labor laws<br>• To understand the importance of collaboration and collective bargaining<br>• To understand collective bargaining process | Labor Unrest at Maruti Suzuki India limited **(ICMR CASE)** |

## Course Handout

**Course Name:** Business Ethics & Corporate Governance (BECG) **Executive** MBA - Term: IV

**Faculty Name:** _Dr.Dwarakanath Siriguppi_____ Cabin No: _C-207_____ **Mobile No:** ____9949789220_____

**Email: dwaraka.siriguppi@ibsindia.org** _____

**Course Description:**

Business Ethics & Corporate Governance (BECG) applies ethical theories and practice to business management. This course introduces Business ethics as the modern management approach to ethical question in business environment. It gives not only understanding of theoretical concepts, but also develops skills of identification, analysis and ethical dilemma at workplace.

**Course Objectives**

At the end of the course, student is expected to

1. Discuss the nature and scope of Business Ethics
2. Describe the issues and challenges in Corporate Governance
3. Describe the applicability of the critical aspects of business to the contemporary management practice.

**Learning Outcomes:**

1. Demonstrate a holistic view of different aspects of Business Ethics and Corporate
2. Develop various corporate responsibilities and practices in their professional life.
3. Discuss the contemporary developments in the business ethics and corporate governance
4. Develop critical thinking skills via the application of concepts and theories to business cases.

**Recommended Text Book:**

- Business Ethics & Corporate Governance - Fernando, A. C.; Pearson Education, 2nd edition

**Reference books:**

1. Business Ethics: Concepts and Cases – Velasquez, Manuel G.; Pearson Education, 7th edition
2. Corporate Governance - Banks, Erik; Macmillan, 2004

**Course Outline:**

| Module | Session-wise activity | Learning Outcomes | Pedagogical Tools & T B Reading |
|---|---|---|---|
| 1 | **1:** Class discussion:<br>**TB:** Introduction: Personal, professional & business ethics; need & significance; Concepts & theories of business ethics. | Connecting ethics to decision making; Indian ethical traditions | TB Chs – 1&2 |

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|---|---|---|---|
| 2 | **2:** Class discussion:<br>**TB:** Ethical issues & Challenges: Ethical issues regarding different aspects of business | The executive functions: morality, meeting ethical challenges | TB Chs – 3 to 7 |
| | **3.ICMR Case: Ethical Issues at Berkshire Hathway Controversy following the Lubrizol Acquisition Deal(BECG127)** | | |
| 3 | **4 &5:** Class Discussion<br>**TB:** Corporate social responsibility: Why CSR; Theoretical justification for CSR; The external standards; investor's rights & protection.<br>6.**ICMR Case: Coca-Cola India's Corporate Social Responsibility Strategy**<br>**Reference No. 709-028-1** | Scope for CSR in business; The Indian perspective | TB Ch – 8&9 |
| 4 | **7&8:** Class discussion<br>**TB:** Ethical Dilemmas: Sources of ethical problems; Walton's Six models of Business Conduct; MNCs & ethics Key global issues of business ethics. | How to reduce / avoid ethical dilemmas; International codes of business conduct. | TB Chs – 10 & 12 |
| | **9.ICMR Case: Conflict Palm Oil and Pepsico's Ethical Dilemma(SUST022)** | | |
| 5 | **10&11:** Class discussion<br>**TB:** Ethical Decision Making (Leadership):<br>Moral philosophy & decision making; Framework for ethical decision making. | Applying moral philosophy to ethical decision making | TB Ch – 11 |
| 6 | **12&13:** Class discussion<br>**TB:** Corporate Governance:<br>History & models; Theory & practice; Nature & evolution of corporate governance. | Corporate governance and society; prevailing models of C G. | TB Ch – 13 to 15 |
| | **14.ICMR Case: Corporate Governance Issues at Satyam Computers(BECG094)** | | |
| 7 | **15&16:** Class discussion<br>**TB:** Internal Mechanisms of CG:<br>Corporate management structure; The Board; Role & types of Directors; Role of Auditors.<br>The 'Principal-Agent problem'. | Role of the Board, Directors, & Auditors in ensuring good corporate governance. | TB Chs – 16 &17 |
| | **17.ICMR Case: Boeing's Unethical Practices (BECG037)** | | |
| 8 | **18&19:** Class discussion<br>**TB:** External Mechanisms: Role of government in ensuring CG; Competition & regulation. | Market for Corporate Control | TB Chs – 18 &19 |
| 9 | **20:** Class discussion<br>Corporate Governance in India: Contemporary issues & challenges;<br>Role of SEBI. | The Companies Act; & regulation of capital markets. | TB Chs – 21 & 22 |

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| | **ICMR Case :Cyrus Mistry's Exit as Chairman of Tata Group(HROB188)** | | |
| **Course strength:** 9 modules covering 22 Chapters of Text Book ; 6 ICMR cases | | | |

**Expectations from Students**

Punctuality; Preparation; Participation; Discipline; and Formal dressing is suggested for all students.

**Evaluation:**

- Class Participation: **20 marks**
- Mid Exam (to be held during 12th or 13th session): **40 marks**
- End Exam: **40 marks** (Evaluated for 100 marks)

**Department-Wise List of Electives**

**Finance Area Electives**

# Financial Risk Management

## Course Handout

*Program* : *Ex.* **MBA**
*Course Code* :
*Course Title* : **Financial Risk Management**
Semester : **VI**
*Faculty Name* : Dr. Ranajee Room No: F112
*Consultation Day/Hours* :
Mobile No : 9705180749
Email : ranajee@ibsindia.org

**Course Description:**

Students understand the various types of risks a corporate is exposed to and also apply the various risk management tools to hedge the risks. Topics include the importance of risk management, types of risks, types of financial derivatives; forwards, futures, options and swaps; pricing financial derivatives and their application in hedging, speculation and arbitrage etc.

**Course Objectives**:

- To provide a conceptual knowledge and application of the derivative instruments and their applications in managing various types of financial risks.
- To provide a framework on mechanics, properties and valuation of forwards, futures, options and swap instruments.
- To provide a framework on how to value derivative instruments and use them for hedging, speculation, and arbitrage.
- To enable the student learn about risk management strategies and practices.

**Learning Outcomes**:

Upon completion of this course, students are expected to :

1. Conceptually understand the mechanics of Forwards/Futures, Options and SWAP markets
2. Comprehend and apply the hedging strategies using futures for real world situations
3. Analyze the trading strategies involving options which helpthe student in understanding problem solving techniques.
4. Get first-hand experience on valuation of Forwards/Futures, Options, and SWAPS which helps in interpreting and drawing inferences
5. Understand the basics of exotic derivatives as well as other types of derivatives such as weather derivatives

**Recommended Text Book**:

- **Options, Futures and Other Derivatives: by *Hull, John C. &Basu, S., 10th Edition, Pearson, 2018 (JCH).***

**Suggested Reference Books**:

- Derivatives: Valuation and Risk Management by Dubofsky, David A., 1st Edition, Oxford Publication, 2002.
- Derivatives: Principles and Practice by Sundaram, R. K and Das, S.R., 1st Edition, McGraw Hill Publications, 2013.

**Course Outline**

| Session No. | Topic | Learning Outcomes | Case /Reading article/ Lecture / Activity | Chapters |
|---|---|---|---|---|
| 1 | Introduction to Risk Management | Describing the importance of risk management in an organization | **Why manage Risk? Industry Background Note**<br>Product Code: 9-294-107-PDF-ENG<br>Publication Year: 2001<br>Industry: Finance | 1 |
| 2 | Introduction to Financial Risk Management | Describing various types of financial risk | **Honeywell Inc. and Integrated Risk Management**<br>Product Code: 9-200-036--PDF-ENG<br>Publication Year: 2000<br>Industry: Finance | |
| 3-4 | Introduction to Derivatives | Introducing the students to various types of derivative instruments such as futures/forwards, options, swaps. | **Introduction to Derivative Instruments**<br>Product Code: 295141-PDF-ENG<br>Publication Year: 1995<br>Industry: Finance<br><br>https://www.nseindia.com/products/content/derivatives/equities/fo.htm | 2 |
| 5-10 | Forwards and Futures:<br>i. Differences between forwards and futures<br>ii. Functioning of the futures market<br>iii. Valuation of forwards/futures<br>iv. Futures on stock, index and commodity | Understanding the market mechanism of forwards and futures<br><br>Understanding how to use forwards and futures for hedging, speculation and arbitrage | **Application For Financial Futures** – 3-286-109-PDF-ENG<br>Publication Year: 1986<br>Industry: Finance<br><br>**Application For Financial Futures** – 5-286-109-PDF-ENG<br>Publication Year: 1986<br>Industry: Finance<br><br>https://www.nseindia.com/pro | 3 &5 |

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|---|---|---|---|---|
| | | | ducts/content/derivatives/equities/fo.htm | |
| **11** | ***TEST-I*** | **Sessions 1 to 10** | ***TEST-I:* Chapters - 1, 2, 3, & 5** | |
| 12-21 | Options:<br>To explain students:<br>i. The fundamentals of options<br>ii. Functioning of the options market<br>iii. Valuation models of Options<br>iv. Options trading strategies/Option Greeks | Describing market mechanism of options and money-ness of options<br><br>Explaining various types of option strategies<br><br>Conducting the valuation of options | **The Keller Fund's Option Investment Strategy**-(9-295-096-PDF-ENG<br>Publication Year: 1995<br>Industry: Finance<br><br>https://www.nseindia.com/products/content/derivatives/equities/fo.htm<br>https://www.nseindia.com/live_market/dynaContent/live_watch/option_chain/ | 9, 10, 11, 12 & 14 |
| **22** | ***TEST-II*** | **Sessions 12 to 21** | ***TEST-II:* Chapters - 9, 10, 11, 12 & 14** | |
| 23-28 | Swaps:<br>i. Swaps<br>ii. Forward Rate Agreements (FRAs)<br>iii. Currency Swaps<br>iv. Interest Rate Swaps<br>v. Swap Valuation | Describing the positions for fixed rate payer and fixed rate receiver at initiation and during the life of interest rate swap and currency swap<br>Designing swaps<br>Conducting the valuation of swaps | **Note on Foreign Currency Swaps-** (9-292-043)<br>Publication Year: 2002<br>Industry: Finance | 7 |
| 29 | Credit Derivatives:<br>i. Credit Default Swaps<br>ii. Valuation of CDS<br>iii. Risk Management from the perspective of banks and investors<br>iv. Risk Management | Discussing implications of trading in credit default swaps and credit linked notes | | 24 |
| 30 | Weather Derivatives:<br>i. Importance of weather derivatives<br>ii. DD scales<br>iii. Using futures, options, and swaps on DD scales | Comprehending the mechanics of weather derivatives | | 25 |

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|---|---|---|---|---|
| 31 | Value at Risk (VaR): i. The VaR measure<br>ii. Historical simulation method<br>iii. Model building method<br>iv. Monte-Carlo simulation<br>v. Stress testing | Measuring Value at Risk using delta normal method and historical simulation method | **Excel Demonstration** | 21 |
| 32 | Major Events:<br>i. Future of derivatives<br>ii. Misuse of derivatives | Appreciating the current risk management environment | | |
| **33** | **Project Work** | **Sessions 1 to 32** | ***Students are assigned a project on how to apply derivatives for hedging, speculating and arbitrage purpose*** | |

**Expectations from Students**

l. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

m. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

n. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

o. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

p. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn.
Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Test I | 1 | 11th Session | 13th Session | **10** |
| Test II | 2 | 22nd Session | 24th Session | **20** |
| Class Participation | 3 | Continuous | 33th Session | **10** |

| | | | | |
|---|---|---|---|---|
| Project Work | 4 | 33rdSession | Before End Term Examination | **20** |
| End Term examination | At the end of the semester | | | **40** |
| | Total | | | **100** |

- Commodities & Commodity Derivatives
- Investment Banking
- Corporate and SME Banking
- Global Capital Markets
- Insurance Management
- International Banking
- International Finance & Trade
- Wealth Management

- Project Appraisal and Finance

**IBS Hyderabad**

**Course Handout**

Term: **VII**

*Program* : Ex.MBA
*Course Code* :
*Course Title* : **Project Appraisal Finance**
*Faculty Name* :
*Consultation Hours (Day/time)*: Monday, 9:30-12:30 PM
Mobile No: +91 Email:

## Course Description:

Project appraisal and financing has become one of the important activities of corporates as well as financing institutions. With the growth in the economy and the revival in the industrial sector coupled with the increasing role of private players in the field of infrastructure, more financial institutions are entering into the project finance area. This Course is specially designed, to familiarize candidates with basic issues arising in financing projects, as well as risk analysis and risk mitigation methodologies with a specific emphasis on structured financing. The candidates would also be taken through the process of building financial models for projects handled by them.

**Course Objective:**

1. This course enables the students to learn project financing in depth including assessing the real option values embedded in the projects.
2. They can learn different models of financing projects by creation of SPVs. In short it enables to be financial architects to model the financial deals to mitigate project risks
3. Understand the Financial Environment of Project Finance and Appraisal

**Expected Learning Outcomes:**

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

1. Master the various techniques of evaluation and appraisal of projects and ranking and selection of projects based on returns, risks and other constraints.
2. Employ Project Finance for financing large projects
3. Have fair knowledge of the institutional set up and the process for obtaining loans under Project Finance

**Pre-requisites**: Clear understanding of topics taught in the 1st and 2nd Semesters, Financial Management

**Recommended Text Book**:

1. Projects, Planning, Analysis, Selection, Financing, Implementation and Review by Prof Prasanna Chandra;
2. Introduction to Project Finance by Andrew Fight

**Suggested reference books**:

1. Project Finance, in Theory and Practice by Stefano Gatti (Second Edition)

**Course outline**

| Sl. No | *Topics (sessions)* | *Chapter Objectives* | *Learning Outcomes* | *Cases details* |
|---|---|---|---|---|
| 1 | Introduction | To explain the students as | Students will get an | 1. Ocean Carriers |

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|---|---|---|---|---|
| | (1-2) | to how to appraise the project and how project financing is different from corporate financing | overview of project appraisal and financing and its importance to corporate. | |
| 2 | Cost of Capital<br><br>(3-5) | To explain different methods of calculation of cost of capital. | To understand the importance of cost of capital and how its effect on project selection | 1.Midland Energy Resources<br><br>2.Business Valuation and Cost of capital *<br><br>3. Note on APV * |
| 3 | Project Cash-flow Estimation and Project Selection<br><br>**(6-7)** | To prepare project cash flows and project selection criteria | Students will be able to select best out the available projects. | 1. Flash Memory Inc.<br><br>2.MIRR a better measure * |
| 4 | Capital Rationing and Project Selection<br><br>(8-9) | To explain project selection under capital rationing<br><br>Prepare them for simulation game | Students will be able to select projects in fund restricted situation | New Heritage Doll Company |
| 5 | Risk Analysis and Project Selection: Sensitivity Analysis, Scenario Analysis, Ratio Analysis and Simulation (11-13) | Risk Analysis and Project Selection: Sensitivity Analysis, Scenario Analysis, Ratio Analysis and Simulation | To understand various risks in projects and ways to mitigate risk | South-port Minerals |
| | | To hand over simulation game to students | Students will get on hand experience on project selection when there is a budget constraint | Pit-falls in evaluating risky projects * |
| 6 | Real-options | Real-options in Capital Budgeting: Decision Trees | Students will be able to appreciate | 1.Real Option Exercises* |

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|---|---|---|---|---|
| | (14-16) | and Black Scholes Mortan models Application of Real options | that projects have real options embedded in them which can effect project **selection** | 2.Bidding for Antamina<br><br>3.Investment Opprotunities as Real Options * |
| 7 | Project Finance: Introduction, Project Finance v/s Corporate Finance, Use of project Finance<br><br>(17-19) | To explain how project fiancé can be used and how it is different from corporate finance | To understand how what is project finance and how corporate risk can be mitigated using project finance | 1.BP- Amco (A)<br><br>2.BP- Amco (B)<br><br>3.An overwview of project finance 2009 update *<br><br>4.Note on Caspian Oil Pipelines * |
| 8 | Social Cost-benefit Analysis of Projects<br><br>LM and UNIDI O approaches<br><br>(21-23) | To explain what is SCBA and various methods of calculation of ERR | To understand<br><br>Social Cost-benefits of Projects | 1.Nghe An Tate<br><br>2.An Economic Framework for Assessing Development Impact * |
| 9 | Structuring Project Finance: Sources of Financing, Choice of Financing, Factors Affecting Financing, Effect of Valuation<br><br>(24-26) | To explain Structuring Project Finance: company | Students will be able to understand and apply different models of project structuring. | 1.HK Disneyland<br><br>2.Petrolera Zuata |
| 10 | Basel II Accord and Project Finance<br><br>**(27-29)** | To explain how bankers viewed the riskiness of project financing loans | Project finance from Bankers perspective | Basel II |
| 11 | Project Finance in Emerging | Project Finance in Emerging markets | Students will understand the current scenario | Chad - Cameroon Project |

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| | markets<br><br>**(31)** | | | |
| 12 | Forming a Project Company<br><br>Detailed Project report<br><br>**(32-33)** | Forming a Project Company<br><br>Preparation of DPR | Students will understand the usefulness of creation of SPV in financing risky projects. | Australia - Japan Cable |

**Expectations from Students**

q. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

r. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

s. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

t. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

u. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

Evaluation Timelines

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Written Test | Test1 | After 10th Session | 12th Session | 10% |
| Written Test | Test2 | After 20th Session | 22th Session | 20% |
| Project | Test3 | After 30th Session | 32th Session | 20% |
| Class Participation | CP | After 32th Session | 33rd Session | 10% |
| End Term | Final | After 33rd Session | - | 40% |
| | **Total** | | | 100 |

- Financial Statements Analysis

**IBS Hyderabad**
**Ex.MBA**
**Course Handout**

| | |
|---|---|
| Course Title | Financial Statement Analysis |
| Semester | VI |
| Credits | 4 |

**Course Objective:**

1. To enable students have an in-depth understanding of Assessing Performance of Companies and Financial Position;
2. To enable the student understanding of analyzing and interpreting financial statements of all types of business entities.
3. To enable students to apply the tools and techniques in understanding the complete statement analysis process;

**Learning Outcomes:**

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

4. Analyze and interpret the information provided in the financial statements of different business entities;
5. Demonstrate the ability to apply various tools and techniques to analyze financial statements;
6. Demonstrate the ability to use critical thinking, analysis and synthesis for effective decision making;

**Pre-requisites**: Clear understanding of topics taught in the 1st Semester, Accounting for Managers

**Recommended Text Book**:

International Financial Statement Analysis by Thomas R Robinson, Elaine Henry, Wendy L Pirie and Michael A Broihahn, Wiley Publication, Third Edition, 2015

**Suggested books**:

3. The Analysis and Use of Financial Statements, by Gerald. I. White, Ashinpaul. C. Sondhi and Dov Fried - Third Edition - Wiley Publication, 2004;
4. Financial Accounting: Reporting & Analysis - Earl K.Stice & james D. Stice – South Western CENGAGE Learning (Publication)
5. Analysis of Financial Statements - Charles H.Gibson - South Western CENGAGE Learning (Publication)
6. Financial Statement Analysis - John J.Wild, K. R. Subramanyam & Robert F. Halsey - Tata McGraw Hills (Publication)

**Detailed Session Plan:**

| S No | Session Number | Topic | Teaching Objectives | Learning Outcomes | Required Readings & Case Studies | Additional Readings |
|---|---|---|---|---|---|---|
| 1 | 1 – 2 | Introduction to Financial Statement Analysis | To make the Student understand the Overview of Financial Statements, Contents of Annual Report, Users of Financial Statements, Utility of Financial Statements, Ratio Analysis, Du Pont and its implications | Importance of Financial Reporting, Users of Financial Statements and Importance of Financial Statement Analysis – Annual Report Contents (Introduction to Statement of Financial Position, Statement of Comprehensive Income and Statement of Cash Flows) and The Framework of Financial Statement Analysis; | Chapter – 1 Financial Statement Analysis: An Introduction; Annual Report of any company;<br><br>HBS Note: Financial Statement Analysis(195-177) | |
| 2 | 3 | Financial Reporting and Regulations | Indian AS, IFRS, International Accounting Standards, Functioning of IFRS, various documents that guide the users of Financial Statements | Importance of Financial Reporting Standards, IFRS, Convergence and Adoption of IFRS; Future Perspectives | Chapter – 3 Financial Reporting Standards; Case: The IASB at a Crossroads: The future of International Financial Reporting Standards (B)( 113089) | Case: The IASB at a Crossroads: The future of IFRS (A)( 111084); Website of IFRS |
| 3 | 4 | Analysis of Cash Flows | Compare and contrast the cash flows –Operating, Financial and Investing Activities; Analyze and interpret cash flow statement; | Cash Flows from Operating, Investing & Financing Activities; Distinction between the Direct Method and Indirect | Chapter – 6: Understanding Cash Flow Statements; Case: Statement of Cash Flows – Three Examples(<br><br>193103 | AS – 3 of the Indian AS – Ministry of Company Affairs website |

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|---|---|---|---|---|---|---|
| | | | | Method; Accounting Profit Vs. Cash Profits; | ) | |
| 4 | 5 | Analysis of Inventories | Inventory Pricing methods and valuation, impact of change in methods, and utility of info in decision making; Describe the rules in measurement of inventory; presentation and disclosures requirements; and Interpret the ratios to evaluate inventory management. | Distinction between costs included in Inventories and Costs recognized as expenses in the period in which they are incurred; different inventory valuation methods; (Lower of the two: Cost or NRV); LIFO Reserve; LIFO Liquidation; Impact on Incomes and Financial Position | Chapter – 8 Inventories;<br><br>Case: Merrimack Tractors and Mowers: LIFO or FIFO?( 3217) | AFM Course Inventory Chapter – AHM |
| 5 | 6 – 8 | Analysis of Fixed Assets | Fair Value of Fixed assets, capitalization vs. expensing and its impact on Financial Statements; Fair value of good will and test for impairment of goodwill; Depreciation methods and reporting practices | Distinction between the costs that are capitalized and costs that are expensed in the period in which they are incurred; Intangible Assets Acquired Vs. Internally Developed; and Acquired in a Business Acquisition – Goodwill; Intangible Assets other than Goodwill; Fair value of good will and test for impairment of goodwill; Depreciation methods and reporting | Chapter – 9: Long Lived Assets;<br>Cases:<br>Land Securities Group (A): Choosing Cost or Fair Value on adoption of IFRS (105014)<br>The Talbots, Inc. and Subsidiaries: Accounting for Goodwill (3254)<br>Depreciation at Delta Air Lines: The "Fresh Start" (4013) | |

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| | | | | practices; and different amortization methods of intangibles, impairment of assets | | |
| 6 | 9 – 11 | Analysis of Income Taxes | Explain how deferred tax liabilities and assets are created and factors that determine the same.<br>Compare and contrast deferred tax items<br>Identify the key provisions of difference under IFRS and USGAAP | Concept of Deferred Tax Asset and Liability, importance of deferred taxes and utility in evaluation of firm; Explain how deferred tax liabilities and assets are created and factors that determine the same. | Chapter – 13 Deferred Taxes at Obadiah Vineyard (107035) Australian Vintage Ltd (111034) | |
| 7 | 12 – 13 | Analysis of Equity | Explain the detailed Equity Section including Presentation & Reporting requirements; Describe and analyze the various actions of the company such as stock splits, bonus issues, FPO on the Financial Statements | Understanding different types of equity, different classes of shares; importance of buy-back and ESOP + bought back shares as incentive for managers, etc. | Chapter – 14 Employee Compensation: Post Employment and Share Based Jimmy Fu and Moog, Inc: Understanding Shareholders' Equity | AHM Text Book |
| 8 | 14 – 15 | Analysis of Financing Liabilities Including Contingent Liabilities | Compute the initial recognition, measurement and subsequent presentation of bonds<br>Describe the presentation and reporting needs, and its impact on | Accounting and valuing of debt instruments and impact of replacement of low cost debt with older borrowings;<br><br>Amortization of | Chapter – 10 Non-Current (Long Term Liabilities);<br><br>Case: Lyons Document Storage Corporation: Bond Accounting; | |

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| | | | the leverage and coverage ratios Difference between the Provisions, Contingent Assets and Liabilities | Discount on Issue of Debentures; and premium at the time of issue; | Case: Accounting for the Intel Pentium Chip Flaw | |
| 9 | 16 – 17 | Leases and Off-Balance sheet debt | Distinguish between Finance Lease and Operating Lease from the perspective of Lessor and Lessee<br><br>Describe the motivations of lease assets and its edge in the Financial Statement Analysis.<br><br>Compare and contrast disclosure practices | Off Balance Sheet financing and evaluation issues – lease accounting; financial lease vs. operating leases and impact on financial statements | Chapter – 9 & 10; Long Lived Assets;<br><br>Case: Leasing Decision at Magnet Beauty Products. Inc. | |
| 10 | 18 – 19 | Analysis of Inter-corporate Investments | Describe the classification, disclosure and measurement and reporting under IFRS & USGAAP. Analyse and interpret the effect of classification on Financial Stmts. & Ratios | How to estimate Fair Value of Investments in Debt Securities? Amortization of Discount/ premium on issue of debenture, Types of Debt securities – for reporting – TS, AFS and HTM | Chapter –<br><br>Note: Fair Value Accounting for Investments in Debt Securities; Case: State Street Corporation | |
| 11 | 20 – 21 | Analysis of Business Combinations | Describe the reporting, disclosure and measurement of investment in subsidiaries, Associates, Joint Ventures Describe the rationale of Consolidation and methods used in | Accounting for Business combinations and estimation of Goodwill or Capital Reserve + methods of Accounting and their utility | Chapter:<br><br>Note: Accounting for Business Combinations: Acquisition Method;<br><br>Case: Keane's Acquisition of Metro Information | |

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| | | | reporting of acquired entities. Goodwill, Capital Reserve, etc. Acquisition Method, | | Services (A) | |
| 12 | 22 – 23 | Foreign Currency Transactions | Distinguish between Reporting Currency, Functional Currency and Local Currency; Calculate the transaction effect and the translation effect on the Financial Statements; Analyze the impact of alternative translation methods on the Financial Statements and in case of hyper inflation economies. | Consolidation of Balance sheet when subsidiaries exist in other countries – using foreign currency statements; understand the difference between transaction risk and risk of translation; Application of Current Rate Method vs. Remeasurement Method; Concepts of Local Currency, Foreign Currency, Reporting Currency; Functional Currency | Chapter:<br><br>Note: Accounting for Foreign Operations;<br><br>Case: Cosmeticos de Espana, S.A (A) | |
| 13 | 24 – 25 | Financial Analysis using Ratios | Ratios and Utility of the tools to identify the firms nature, business model | How to identify the firms by reading ratios & linking the behaviour of ratios with nature of business | Chapter – 7: Financial Analysis Techniques<br>Case: Unidentified Industries | |
| 14 | 26 | Measure of Performance using EVA | To enable the student understand the Stern and Steward Model of EVAluation of the firm | The student should learn the process of EVAluating the firm from the perspectives of Returns over Cost of Capital for running the business inclusive of risk for the | Case: Vyaderm Pharmaceuticals | |

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| | | | | equity and debt holders; | | |
| 15 | 27 – 28 | Quality of Earnings Window Dressing | The Motivations of managers to smoothen earning, conditions conducive to present low-quality financial reports, mechanisms that discipline Financial Reporting Quality; Presentation Choices; | Why managers manipulate accounting and disclose differently?; earnings smoothening; activities that result in low quality of earnings; Tools and techniques used by practicing managers in disclosing and risks that the shareholders may have to face | Chapter: 17 – Evaluating Quality of Financial Reports;<br><br>Quality of Earnings Analysis: Industry Background Note by David Hawkins | Delloitte Material – Article on Quality of Financial Statements |
| 16 | 29 | Analysis of Bank Financials | Income Statement and Balance Sheet of Bank; | Distinguish the assets and liabilities in a Bank Statement vis a vis other companies;<br>List the items in Bank Financial statements;<br>Describe the significance of Basel Norms and Capital Adequacy Ratios | Case: American Bank<br>9-187-194 | Basel Norms http://rbidocs.rbi.org.in/rdocs/notification/PDFs/70BIIIMC010713.pdf |
| 17 | 30 | Financial Analysis and Valuation using Excel | Encourage students to work on Excel Sheet for the overall understanding of the utility of Financial Statement Analysis | Building an excel template using Financial Statements of the chosen company – three cases | Chapter: 18 – Integration of Financial Statement Analysis Techniques | |

- Security Analysis

**IBS Hyderabad**

## Executive MBA Program (Batch of 2016- 18), (Term 7)
## Course Handout

## Course: Security Analysis

Faculty Name: Dr B. Brahmaiah

Room No: F-102, Wing No: F - Finance, I Floor

Mobile No: 98492 52843, Email: brahmaiahb@ibsindia.org

Consultation Hours:

Course Objectives:

- This course is designed to provide a comprehensive perspective in the area of Security Analysis covering the markets for both fixed income securities and the common stock.
- The course, while familiarizing the students with various techniques of valuation of both bonds and stocks under varying situations helps them reason out investment issues for themselves and thus be better prepared when making real world investment decisions which will in turn enhance their marketability in finance careers.

Learning Outcomes:

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

- Understand the security markets and various financial instruments & investment tools available.
- Explain the concept of risk and return in the context of investment analysis.
- Apply the various valuation and risk measurement techniques to assess the fair value of fixed income securities.
- Apply various valuation techniques based on business and economic fundamentals (Economy-industry-company based) to estimate the fair value of common stocks.
- Apply various tools and techniques based on technical analysis to exploit recurring and predictable patterns in stock prices to generate superior investment performance..

**Recommended Text Book**:

***Investments – by*** **Zvi Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty – 8th Edition, McGraw Hill Education(India) Edition,2009.**

Suggested books:

- *Investment Analysis and Portfolio Management* – by Reilly and Brown – 8th edition, Cengage.
- *Security Analysis and Portfolio Management* –by Donald E. Fischer &Ronald J.Jordan-6th Edition, Pearson.

Course Outline

| Session No. | Topic / Area Covered | Key Concepts | Learning Outcomes | Case details | Chapter Reading |
|---|---|---|---|---|---|
| 1 – 3 | **Concept and forms of investment, Types of markets, Types of orders, Buying on margin, Short sales, Derivatives market, Financial market instruments .(Sessions 1-3)** | Investments, fixed – income securities and equity, real assets and financial assets, asset allocation, primary and secondary markets, financial engineering, derivative instruments. | • Students should be able to understand and apply the concept of investments<br>• Students should be able to describe the features of various financial market instruments | 1.Indian Securities Market – A review (ISMR) (Report-2015)www.nseindia.com/research/publications) | **BKMM : Chapters 1-3** |
| 4-5 | **Concept of risk and return, systematic and unsystematic risk, Historical and expected return, Portfolio risk and return, Portfolio diversification and CAPM (Sessions 3-5)** | Nominal and real interest rates, risk-free rate, risk-premium, excess return, capital allocation line, reward-to-volatility ratio, capital market line, security characteristic line, security market line, beta, alpha, market model, zero-beta portfolio. | • Students should be able to understand the concepts of risk and return for a single security and a portfolio.<br>• Students would be able to select securities based on their risk and return characteristics to form a portfolio. | 2.Beta Management Company | **BKMM : Chapters 5-9** |
| 6-7 | **Relevance of Economic Analysis (Monetary and Fiscal Policy),Economic Forecasting and Techniques, Industry Life Cycle, Key Characteristics of an Industry, Structural Analysis Techniques. (Sessions 6-7)** | Fundamental analysis, inflation, fiscal and monetary policies, demand and supply shocks, cyclical industries, leading and lagging economic indicators, industry life cycle. | • Students should be able to understand the important macro-economic factors which affect the intrinsic value of securities in the market.<br>• Students should be able to use macroeconomic data for analyzing economy and industry prospects and estimate the values of securities. | 3. Economic survey of India & Budget 2016 - Recent (Soft Copies to be downloaded from www.Finmin.nic.in)4. Performing Industry Research to Inform Investment Decisions | **BKMM : Chapter 17** |
| **Company Analysis and Equity Valuation** | | | | | |
| 8-12 | **Dividend Discount Model Operating Cash Flow** | Intrinsic value versus market price, DDM. Free cash flow | • Students should be able to apply knowledge of the issues involved in equity | 5. Valuation Concepts: Evaluating | **BKMM : Chapters 18-19** |

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| | **Model, Free Cash Flow Model, Beta for levered and unlevered Firm, Analysis of Financial statements, Ratio analysis and Techniques of Relative Valuation,**<br><br>**Management Evaluation, and Forecasting Earnings**<br><br>**Valuation in Private Equity settings (Sessions 8-12)**<br><br>**NCP 1 test in 10th session** | valuation approaches, FCFF and FCFE, Relative valuation techniques, Financial leverage and ROE, Levered and unlevered beta. | valuation to informed analysis and value based decision making.<br>• Should be able to estimate the equity value using different dividend models.<br>• Should be able to estimate the equity value using different cash flow models.<br>• Should be able to apply the concept of levered and unlevered beta in valuing equity both independently and in an M&A scenario.<br>• Students should be able to apply multiples to value equity and firm<br>• Students should be able to apply knowledge of valuation in PE settings.. | opportunity<br>6. Corporate Valuation and Market Multiples<br>7. Valuation of Air Thread Connections.<br><br>.<br>8. A Note on Valuation in Private Equity Settings | |
| **Technical Analysis (TA)** | | | | | |
| 13-14 | **Dow theory, Charting techniques (Bar charts, candle sticks, Point and figure charts), Spotting chart patterns and drawing inferences,. Technical indicators.**<br><br>**(Sessions 13-14)** | Resistance and support levels, trends, Elliot wave theory, Fibonacci numbers, Continuation and reversal patterns, various chart patterns, Indicators and oscillators, EMA, MACD,RSI, Stochastics. | • Students should be able to gain an in depth knowledge of TA based on Chart patterns and indicators. | 9. Live demonstration using software:<br>• Zignals. com<br>• Incredible charts<br>• http://www.taguide.com /kinds-of-charts.html http://www.investopedia.com/university/technical/techanalysis8.asp | **BKMM : Chapter 12** |
| **Efficient Market Hypothesis** | | | | | |
| 15-16 | **Fundamentals of Efficient Market Hypothesis,. Testing market efficiency.**<br>**(Sessions 16- 17)** | Random walk, Weak, Semi-Strong and Strong forms of efficiency. Abnormal and cumulative abnormal return, , momentum, reversal, small firm and neglected firm effect,, event study | • Students should be able to gain knowledge on how security valuation is affected by the information flow/efficiency in the market. | 10. Discussions and Excel Empirical analysis of various forms of market efficiency. | **BKMM : Chapter 11** |
| **Bond Markets(Including international) and Valuation of Fixed Income Investments** | | | | | |

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|---|---|---|---|---|---|
| 17-18 | **Bond characteristics and bond principles: Bond valuation, Term structure of interest rates Bond valuation of tax sheltered investments. (sessions17-18)** | Bond indenture, zero-coupon bonds, YTM, reinvestment rate risk, credit risk, collateralized debt obligation, yield curve, bond stripping and reconstitution, forward interest rate, liquidity preference theory, expectations hypothesis, | • Students should be able to analyze all the options and compare various fixed income instruments available in the global markets to finance their projects.<br>• Students should be able to identify and analyze the undervalued or overvalued debt securities to make investment decision.<br>• Students are expected to forecast future bond yields from the existing data.<br>• Students will be able to discover mispricing and design synthetic bonds to make arbitrage profits. | 11. Note on bond valuation and returns<br>12. The Harvard Management Company and inflation-protected bonds. | **BKMM : Chapters 14-15** |
| **Duration, Convexity & Immunization** | | | | | |
| 19-20 | **Duration, Convexity, Immunization. Warrants and Convertible bonds-valuation. (sessions 19- 20 )**<br><br>**NCP 2 test in 20th session** | Macaulay's duration, Modified duration, Convexity, Effective duration, Immunization, Rebalancing, Horizon analysis. | • Students should be able to use these concepts to hedge/Manage the risk associated with their investments.<br>• Students would develop the skills needed to value convertible securities for investment purpose. | 16. Note on Duration and convexity.<br>17. Wells Fargo Convertible Bonds. | **BKMM : Chapter 16** |

**Evaluation Criteria & Timelines**

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Sessions 10 | Session 11 | 10 |
| Class Participation | 2 | Sessions 10 | Session 20 | 10 |
| Test-1 | 1 | Session 9 | Real time | 10 |
| Test-2 | 2 | Session 18 | Real time | 10 |
| End exam | At the end of the semester | | | 60 |
| | Total | | | 100 |

- Quantitative Finance Using SAS
- Treasury Management
- Portfolio Management & Mutual Funds
- Strategic cost management
- Strategic Financial Management

**Course Handout**

**Strategic Financial Management (SFM)**

**Course Overview**

This course is designed to acquaint the students with concepts of financial management from strategic perspective and help them to familiarize with various Techniques and Models of Strategic Financial Management.

**Course Objectives:**

- To make you understand and appreciate the modern theory of finance and the treatment of uncertainty surrounding financial matters.
- To train you with the essential tools, techniques, and concepts you need in order to understand financial management from a strategic and operational perspective.
- To help you prepare reports for management explaining and evaluating the financial consequences of strategic decisions.
- To enable you using the models, tools and techniques of cost measurement and cost control at strategic level.

**Learning Outcome of the Course:**

- Knowing the various aspects of strategic financial matters to attain organization's financial objectives.
- Knowing the valuation approaches and their implications for potential and existing projects of the firm.
- Knowing to components of corporate plan, understand strategic financial planning and understand growth strategies.

| Sessions | Topics | Teaching Objectives | Learning Outcomes | Cases to be Discussed | Sources /Readings |
|---|---|---|---|---|---|
| 1 | **Strategic Financial Management**<br>Introduction of the course | To introduce SFM with its dynamics and challenges, importance and relevance. | Understanding Finance at strategic level and its difference from tactical and operational level | | |

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| **2-3** | **Overview of SFM**<br>Financial and Non Financial Objectives of a Firm, Agency Theory, Conflicts of Interest in a Firm, Long-term and Short-term Financial Planning in a Company. | To differentiate between the expectation of different stakeholders of the company. | Knowing the objective of firms and planning process in long term and short term. | 1. The Goldman Sachs IPO(agency theory)<br>2. Kinder Morgan (conflict of interest) | Chapter-2 "SFM: Managing for Value Creation" by Chandra P.<br>*Or* Chapter-2 "Corporate Finance" by Damodaran |
| **4-7** | **Corporate Valuation**<br>Strategic Decision Making Framework, Interface of Financial Policy and Strategic Management, Shareholder's Value Creation - Value drivers. Value Based Management System (VBMS): Approaches to Facilitate VBMS- Marakon Approach, Alcar Approach, McKinsey Approach. DCF Approach Managerial Implication of Shareholder's Value Creation – FCFE and FCFF model. Shareholder's Value Creation - MVA Approach - EVA Approach- EVA Analysis of a Corporate. | To understand valuation models for taking sound financial decisions, Valuation as a tool of analysis | Developing ability of valuation of firm through different models. | 1. Valuation – Intuit<br>2. Value drivers – Liston mechanics<br>3. DCF - Monmouth,Inc | Chapter- 1 & 12 "SFM: Managing for Value Creation" by Chandra P.<br>*or*<br>Chapter-24 & 25; "Corporate Finance" by Damodaran |
| **8-9** | **Valuation of Intangibles**<br>Brand, Patent and Goodwill valuations | To understand specialty of valuation of intangible assets | Developing ability of valuation of intangible assets | Goodwill valuation – WPP Group and Its Acquisitions. | Chapter-27; "Corporate Finance" by Damodaran |
| **11-12** | ***Capital Structure: Theories and Value Creation***<br>*Choice of financing mix,* | To understand the cost and benefits of | To know how firms choose their capital structure and | *Blaine Kitchenware* | Chapter-16-20; "Corporate Finance" by |

| | | | | | |
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| | *optimal capital structure, financing mix and firm's life cycle* | debt, irrelevance of debt in tax-free world, Choosing the right mix | the financial hierarchy | | Damodaran |
| **13-14** | ***Dividend Decisions and Beyond***<br>*Dividend irrelevance school, Managing changes in Dividend Policy, Life cycle of firm and Dividend policy* | To understand the good and bad school of Dividends.<br>To know alternative ways to return stakeholders money and its implications | Knowing Dividend process and process of evaluating dividend policy | *Dividend Policy at Linear Technology* | Chapter-21 & 22; "Corporate Finance" by Damodaran |
| **15-17** | **Long Term Projects**<br>Valuation of long term infrastructure, capital intensive Projects – Real options valuations. Risk Management techniques – Use of Risk adjusted discounting rates. Hedging Strategies | To be able to value long term projects incorporating the risk factor. | Discerning the risk involved in organisation and able to learn how to mitigate in long term projects. | 1. Globalizing the Cost of Capital and Capital Budgeting at AES<br>*2. Stryker Corporation: Capital Budgeting* | Chapter- 5 "SFM: by Chandra P. or<br>Chapter-10,12 and 27; "CF" by Damodaran |
| **18-19** | **Strategic Cost Management Systems**:<br>Importance of Cost System, Strategic Cost Management: Value Chain Analysis, Competition Cost Analysis, Activity-based Costing, Life Cycle Costing, Target Costing. | To understand the cost management at strategic level | Learning to manage cost in an organisation at strategic level | Cost management –Target costing- Nissan | Chapter-8 "SFM: by Chandra P. |
| **21-24** | **Financial Planning and Forecasting** | To know importance | Learning importance of | 1. Financial Planning – J Boats | Chapter -4- "SFM: by |

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|---|---|---|---|---|---|
| | Types of Financial Planning Models, Improving financial modeling, Conditions for the Successful Use of Models, Growth with Internal Equity, Higging's sustainable growth model | of simulation in financial planning | simulation in a business and basic framework of simulation | 2. Forecasting – Flash Memory Inc | Chandra P. |
| **25-28** | **Strategic Working Capital Management**<br>Cash Management Models: Baumol Model and Miller and Orr Model, Simulating a Cash Budget, Factoring services – Evaluation / Cost Benefit Analysis. | To grasp the working capital management and its importance for a business | Understanding the cash management in an organisation through different models. | 1. Working capital management – DELL<br>2. *Working Capital: A Summary of Ratios by Industry* | Chapters-13 & 14; "Corporate Finance" by Damodaran |
| **30-31** | **Corporate restructuring and Financial distress**<br>Corporate restructuring including debt restructuring. | To know the process and benefit of Financial Restructuring | Developing knowledge on restructuring process of a business | Paramount Equipment,Inc | Chapter- 10 "SFM: by Chandra P |
| **32** | **Current Developments**<br>Acquisitions, mergers and selling a business, Management buyouts and other leveraged transactions | To grasp the present environment of business and success of business through acquisitions | Develop a broader view of merger and acquisition for firm performance. | Class Discussion | |
| **33** | **Closing Thoughts** | | | | |

**Text Book**

*"Strategic Financial Management: Managing for Value Creation" by Chandra P.*

# Financial Services

***Program:*** Ex. MBA Class of: 2018 – Credits: 4 Sessions: 33

## Objectives:

- The main objective of the course is to introduce the students to the various financial services, like leasing, hire purchase, factoring, housing finance, credit rating, portfolio management services, wealth management practices, personal financial planning including tax planning, etc.

1. To familiarize students with different financial services extended by the banks and non-banking financial institutions and other financial institutions.
2. To bring awareness among the students about the tools one should be equipped with for analyzing the fund based and fee based financial services like Leasing, Factoring, Forfaiting, etc.,
3. To make the participant understand the role and responsibilities of a financial services provided apart from the disintermediation that the banks do; and
4. The participants – by the end of the course will be in a position to understand, appreciate and be able to various financial services offered by bank, non-bank and other financial institutions and their roles and responsibilities.

## REFERENCE BOOKS AUTHOR / PUBLICATION


1. Financial Services, M Y Khan, Tata McGraw Hill Publications
2. Financial Services, Nalini Prava Tripathy, Prentice Hall of India (Eastern Economy Edition)
3. Financial Markets and Services, Gordon & Natarajan, Himalaya Publishing House
4. Financial Services, R Shanmugham, Wiley India
5. Financial Services in India, G Ramesh Babu, Concept Publishing Company
6. Merchant Banking and Financial Services, S Guruswamy, Thomson Publications
7. Global Competition in Financial Services: Market Structure, Protection and Trade Liberalization, Ingo Walter, Ballinger
8. Financial Institutions and market, 4th e Bhole, L M. Tata McGraw Hill – 2004
9. Handbook of leasing, hire purchase and factoring Sriram, K. ICFAI Publication
10. The Financial Services Revolution Kirsch, Clifford E. McGraw Hil

## *Detailed Syllabus – Financial Services*

| | Topic | *Content to be covered* | *Text Book Ref* | *Cases Mapped* | *No* |
|---|---|---|---|---|---|
| 1 | **Financial services – Introduction** | Leasing, Hire Purchase services, Factoring, Forfaiting, Consumer Finance and Installment Credit, Portfolio Management Schemes, Credit Rating, Cash Management, etc. | M Y Khan – Chapter 1 | Growing Financial Services in India: Aditya Birla Financial Services Group –HBS Case | 2 |
| 2 | **Factoring & Forfaiting** | Factoring – Types – Factoring vis-à-vis Bills Discounting, Credit Insurance, Forfaiting - Evaluation of a Factor - Evaluation of Factoring | M Y Khan – Chapter 6 & 7 | ALAC International – HBS Case<br>Indian Dry Fruits Limited (CRC)<br>Forfaiting – Japan Glass (Faculty will give) | 3 |
| 3 | **Insurance, Bancassurance;** | Life, Non-life insurance industry; TPAs Reinsurance; IRDA – role and responsibilities; IRDA Vs. SEBI; Distribution Channels | M Y Khan – Chapter 9 | LIC Facing Private Sector (CRC)<br>Additional Readings: Articles from Insurance Chronicle | 2 |
| 4 | **Plastic Money** | Sharing of Commission – Member Establishments - Member Affiliates | N P Tripathy – Chapter 14 | American Express: Charging into the Credit Card Industry<br>US Financial Crisis: Is Credit Card debacle in the making | 2 |
| 5 | **Housing Finance** | Housing Finance companies, Refinance schemes for HfCs, Regulatory guidelines for HFCs | M Y Khan – Chapter 8 | Indian Housing Finance Industry at Crossroads<br>Business Model Innovation at HDFC | 2 |
| 6 | **Securitization – Mortgages and Mortgage financing** | Securitization Process – Mortgages and Mortgage Instruments – Pass through – pay through, MBBs CMOs etc. | N P Tripathy Chapter 19 | US Financial Crisis: Fannie Mae &Freddie Mac at the Core<br>US Subprime Mortgage Market A, B& C | 3 |
| 7 | **Venture Capital and Private Equity** | Concept of Venture Capital and Evolution of Private Equity; Growth and Development of Venture Capital and Private Equity | M Y Khan – Chapter 10 | Private Equity – What's Wrong with Private Equity<br>Firms: Ask Mervyns<br>PE Companies: The Strategic Shift | 2 |
| 8 | **Leasing** | Lease Finance as a source of Corporate | M Y Khan – Chapter 2 | | 2 |

| | | | | | |
|---|---|---|---|---|---|
| | | Finance and its advantages & disadvantages; Factors affecting Decision to Lease or Buy; | | | |
| 9 | **Lease Evaluation** | Lease Evaluation buy a Corporate; Break Even Lease Rental; How a Lessor evaluates proposal; | M Y Khan – Chapter 3 & 4 | | 2 |
| 10 | **Hire Purchase** | Concept &Mathematics of Hire Purchase: Calculation of Effective Interest Rate – Framework for Financial Evaluation: The Hirer's Angle & Hire Vendor's Angle | M Y Khan – Chapter 5 | IBFS – CFA Exam – Caselet | 2 |
| 11 | **Consumer Credit** | Role of Consumer Credit in the Financial System - Features of Consumer Credit Transactions - Mathematics of Consumer Credit, Consumer Credit – Two Wheeler Loans, Four Wheeler Loans & Gold Loans | M Y Khan – Chapter 5 | Premji Financial Services; Gold Loans – SBT Vs. Muthoot Vs. Mannapuram | 2 |
| 12 | **Credit Rating& CIBIL** | Concept of Credit Rating - Types of Credit Rating - Advantages and Disadvantages of Credit Rating - Credit Rating Agencies & their Methodology - Services for Rating for Credit Cards; Personal Loans, Housing Loans; Auto Loans, etc. | M Y Khan – Chapter 16 | Rating the Credit Rating Agencies Credit Rating – Shadow Rating – Rating of Lakshmi Vilas Bank Limited | 2 |
| 13 | **MFs & Portfolio Management Services** | Mutual Funds Industry in India; Products offered by Mutual Funds; Portfolio Management Services; Classification – operational; portfolio; Role of SEBI | | Hedge Funds: A Risky Trade Off? (CDC) | 1 |
| 14 | **Online Trading & Brokerage Houses** | Concept – OTCEI; Online Trading; Role of Brokerage Houses; Demat Accounts | | India-bulls: The Indian Retail Brokerage Firm's Growth Strategies (CDC) | 1 |
| 15 | **SFIs** | Specialized Financial | | Infrastructure | 1 |

| | | | | | |
|---|---|---|---|---|---|
| | | Institutions – ECGC, EXIM Bank, NABARD, SIDBI, IFCI, IRFC etc. | | Development Finance Corporation: The Controlling Battles; Industrial Development Bank of India (IDBI) in 2004 (CDC) | |
| 16 | **Prudential Norms & Provisioning for NBFCs** | Prudential Norms for Income Recognition - Provisioning for Bad and Doubtful Debts | www.rbi.org.in | IBFS – CFA Exam – Caselet | 2 |

ICICI Bank: Too Big to Fail (CRC)

## Suggested Schedule of Sessions

| Topic | Sessions | Topic | Sessions |
|---|---|---|---|
| **Financial services – Introduction** | 2 | **Lease Evaluation** | 2 |
| **Factoring & Forfaiting** | 3 | **Hire Purchase** | 2 |
| **Insurance, Banc-assurance;** | 2 | **Consumer Credit** | 2 |
| **Plastic Money** | 2 | **Credit Rating& CIBIL** | 2 |
| **Housing Finance** | 2 | **MFs & Portfolio Management Services** | 1 |
| **Securitization – Mortgages and Mortgage financing** | 3 | **Online Trading & Brokerage Houses** | 1 |
| **Venture Capital and Private Equity** | 2 | **SFIs** | 1 |
| **Leasing** | 2 | **Prudential Norms & Provisioning for NBFCs** | 2 |

## Evaluations:

| *Component* | *Description* | *Marks* |
|---|---|---|
| Class Participation | For the first 10 Sessions | 10 |
| | For the 12 – 22 sessions | 10 |
| | For the last 10 sessions | 10 |
| Written | NCP (2 x 10) | 20 |
| Assignment | Group – Topics in the area of Financial Services | 10 |
| | Internal – Continuous | **60** |
| End Term | Descriptive | 40 |
| | Total | 100 |

- Mergers & Acquisitions

## Course Handout

*Course Title* : **Mergers and Acquisitions (M&A)** Semester: **VI**
*Faculty Name* : Dr. D.S.Prasad
Room No : F 103
*Consultation Hours* :
Mobile No : 7093159860 Email:
dsprasad@ibsindia.org

**Course Objectives**:
The course is designed toprovide:

- An introduction to Mergers and Acquisitions (M&A) and the requisite knowledge for the development and execution of M&A transactions.
- A comprehensive background in the strategic, economic, financial and organizational aspects of mergers, acquisitions and divestments.
- A practical framework for managerial decision making in the context of acquisition activities, (for example, the determination of exchange ratios between the common stocks of the acquired and acquiring companies).

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**Expected Learning Outcomes**:
Upon completion of this course, students are expected to:

- Discuss the motivating factors for Mergers and Acquisitions
- Explain the process of Mergers and Acquisitions (M&A) planning and execution.
- Understand the regulatory environment and its impact on the planning and execution of M&A transactions
- Recognize crucial elements of DCF and Relative valuation techniques and apply them in practical M&A settings. .
- Distinguish between the various components of the deal-structuring process and analyze the implications of alternative tax structures for the deal-structuring process.
- Explain the motives for international expansion and outline the challenges of M&A deal structures, financing, valuation and execution in both developed and emerging economies.

**Recommended Text Book**:

- Mergers &Acquisitions (IUP Text Book)

**Suggested reference books**:

- Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions - Donald DePamphilis (Academic Press), 9th edition.
- Mergers, Acquisitions and Corporate Restructurings (MAC): Patrick A. Gaughan(Wiley M&A Library)(Sixth Edition)

**Course Outline:**

| Session No | TOPIC | Learning Outcomes | Case /Reading article/ Lecture / Activity | Chap-ter |
|---|---|---|---|---|
| 1-2 | Introduction to Mergers and Acquisitions environment. | • Recognize the importance ofM&As as an important strategy for growth and value creation<br>• Identify the main players in the M&A transactions | 1. Class Lecture<br>2. https://www.youtube.com/watch? | I& VI |

| | | | | |
|---|---|---|---|---|
| | | • Describe the various forms of corporate restructuring process | v=WBHzCDgEtVQ | |
| 3- 6 | Economic rationale of mergers. | • Discuss the motivating factors for Mergers and Acquisitions.<br>• Discuss the economic rationale for various types of mergers<br>• Distinguish between operating and financial synergies with illustrations<br>• Summarize the key elements of selected federal and state regulations and their implications for M&As. | 1. Stanley Black & Decker, Inc.( HBS Case)<br>2. The New M&A Playbook: The big idea(Harvard Business Review article)<br>3. https://www.youtube.com/watch?v=D_7i87DqEvk | II,V and XVI |
| 7-9 | **M&A Process-The steps**: The ten phases: Building the Business and the implementation plans, Search and screening, ***Negotiation***, Due diligence, developing the integration plan, Closing, Implementing Post closing integration and Conducting a Post-closing Evaluation. Role of HR and cultural issues in merger success. | • Describe and recognize the significance of the ten phases of the M&A process.<br>• Sketch the various steps of the negotiation phase of the Acquisition process.<br>• Relate the various components of Due diligence and identify the various sources of value. | 1. Exxon Mobil Buys XTO Energy in a Bet on Natural Gas.USA<br>2. https://www.youtube.com/watch?v=LpgBGO0aO-Y | III |
| 10 | | **Test-1** | | |
| 11-13 | **Inte**gration: The Role of integration in Successful Mergers and Acquisitions, Viewing Integration as a Process. | • Explain the role of integration in successful M&As.<br>• Summarize key Management Integration Team responsibilities.<br>• Develop Communication plans for key stakeholders.<br>• Recognize and relate the various aspects of functional integration.<br>• Identify cultural issues through cultural profiling. | 1. Best practice: How Emerginggiants are rewriting the rules of M&A?(HBR article:May,2009)<br>2. https://www.youtube.com/watch?v=gG9xNElFzRk<br>3. https://www.y | III |

| | | | | |
|---|---|---|---|---|
| | | | outube.com/watch?v=RfgYDZ4U2i0 | |
| 14-17 | Merger and Acquisition valuation | • Demonstrate an understanding and knowledge of DCF techniques of valuation of M&As, synergies, liquidity and control.<br>• Employ Relative, Asset-oriented and Real-option valuation methods to value M&As.<br>• Demonstrate an understanding of financial modeling basics for valuations | 1. Class lecture<br>2. HP-Compaq merger<br>3. https://www.youtube.com/watch?v=yMlT4qSB8jw<br>4. https://www.youtube.com/watch?v=KRofnruubjk | IV |
| 18-19 | Financial Accounting for Mergers and Acquisitions | • Explain how purchase method of accounting affects the income statements, balance- sheets, and cash-flow statements of combined companies.<br>• Describe what goodwill is and how it is created. | 1. Class Lecture | VII |
| 20 | | **Test-2** | | |
| 21-24 | Deal structuring process. | • Explain the key components of the Deal structuring process<br>• Select the appropriate form of Acquisition vehicle, Post-closing organization and the legal form of the selling entity<br>• Discuss the alternative forms of payment that can be used in negotiating with the target firm's board of management and how these forms can be used to bridge the differences between the seller's asking price and the price acquirer is willing to pay.<br>• Distinguish between the deals that are immediately taxable and tax-deferred to buying and selling share holders.<br>• Develop a framework for structuring the terms of exchange and finding the win-win deal. | 1.Deals without Delusions(HBR article)<br>2. Stock or cash? The Trade-offs for Buyers and Sellers in Mergers and Acquisitions.(HBR article)<br>3. Evaluating M&A Deals-Announcement Effects, Risk Arbitrage and Event Risk(HBS case)<br>4.Evaluating M&A deals: Floors, caps and collars.(HBS case)<br>5.https://www.youtube.com/watch?v=d1GVWsJUFy8 | III,VII and XIV |
| 25-27 | Financing transactions: Leveraged buyout structures and valuation | • Explain how to evaluate LBO opportunities.<br>• List out the critical success factors in LBOs.<br>• Use DCF methods to value LBOs. | 1. Valuing a cross-border LBO: Bidding on the Yell Group(HBS Case)<br>2. https://www.youtu | IX |

| | | | | |
|---|---|---|---|---|
| | | | be.com/watch?v=C1zuu8LBtzc | |
| 29-29 | Corporate Takeover market | • Describe and analyze various Takeover tactics and Anti-takeover defences. | 1. Evaluating M&A deals-How Poison Pills Work(HBS case) | XII,XIII and XV |
| 30 | | **Test-3** | | |
| 31 | Share repurchases | • Explain the rationale behind share repurchases and discuss the reasons for share repurchases. | 1.Class Lecture<br>2.HUL Share buy back | XII |
| 32 | Alternative business and restructuring strategieswarrant ies | • Identifying the critical success factors for Business Alliances.<br>• Develop strategic and operational plans and solve/Resolve Business Alliance Deal-structuring issues. | 1. https://www.youtube.com/watch?v=nkhYG9wqGFQ<br>2. Class Lecture | VI&XVII |
| 33 | Cross- border M&As | • Explain how to structure and finance cross-border transactions and value cross-border transactions. | 1.Class Lecture<br>2. https://www.youtube.com/watch?v=NmSTTYH1Mgg | XI |

**Expectations from Students**

v. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.
w. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.
x. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.
y. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component.
z. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | | At the end of semester. | **10** |
| Test I | 2 | 11th Session | Third day from the exam date. | **10** |
| Test II | 3 | 22nd Session | Third day from the exam date. | **15** |

| | | | | |
|---|---|---|---|---|
| Test III | 4 | 33rd Session | Third day from the exam date. | **15** |
| Test IV | 5 | Project Work | | **10** |
| End exam | At the end of the semester | | | **40** |
| | Total | | | **100** |

**Electronic and Web resources: Swayam Videos, Syndicated Databases**

**IBS Hyderabad**

**Academic Year – 2020-2021**

**Course Handout**

Course Name: Brand Management Semester:

Faculty Name: Dr. Ramendra Pratap Singh Cabin: E - 005

Email: ramendra@ibsindia.org Phone: +91 7908327792

## Course Description

Branding is the central component of marketing strategy and the dominant theme in marketing today, affecting not just Consumer Goods but also B2B, Services, and NGO's. This course will give students a deeper understanding of the importance of Brands, Brand Management and the process of Brand Development in today's competitive business landscape. This course provides insights creation of profitable brand strategies by building, measuring and managing brand equity.

## Course Objectives

At the end of the course, students are expected to

- Explain the process of branding and brand management
- Describe the concepts of brand equity and its importance in strategic decision making
- Describe different brand architecture strategies and evaluate how organization's use brand portfolio and architecture to make strategic choices
- Discuss brand management process with reference to managing brands over time and across geographic markets. Explain how consumer and organizational culture affect management of brands.

### Learning Outcomes

- Brand Management functions (such as role of brands, concept of brand equity, and the advantages of creating strong brands).
- Comprehensive and holistic idea about the various Brand Management Strategies.
- Discuss the process of developing and sustaining successful brands.
- Discuss the importance of brand management in the global context.

## Required Reading (Prescribed Text)

- **Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4th Indian Edition, Pearson.**

## Additional Reading

- Strategic Brand Management by Jean Noel Kapferer
- Building Strong Brands by David Aaker

## Course Outline

| Session | Topics | Learning Outcomes | Case/Pre-Requisite Reading | Book Chapter |
|---|---|---|---|---|
| 1 | Introduction to Brand Management | Importance of branding, branding challenges and opportunities, identification of the steps in the strategic brand management process | *Pre-Requisite Reading:*<br>*Coca Cola – To the Human Race*<br>https://www.youtube.com/watch?v=fp6UZ_I4zj0 | 1 |
| 2-3 | Customer Based Brand Equity and brand elements to enhance CBBE | CBBE, sources and outcomes of CBBE (including brand elements) | **Pre-Requisite Reading**:<br>How Nike became the most powerful brand in sports<br>https://www.youtube.com/watch?v=tbnGIh1aad0<br>**Case Study:**<br>Apple's Consumer Based Branding Model (MKTG334) | 2 |
| 4-5 | Brand Positioning | Guidelines in developing a good brand positioning strategy, identity- positioning-image relationship | **Pre-Requisite Reading:**<br>The Power of Apple's Brand Positioning<br>https://www.youtube.com/watch?v=1iAEqKH8ebE | 2 |
| 6 | Brand Value Chain | Stages in brand value chain, customer equity | Lecture Video | 3 |
| 7-8 | Choosing Brand Elements to Build Brand Equity | Identification of different types of brand elements, criteria and strategies for choosing brand elements | **Pre-Requisite Reading:**<br>Visual Identities: More Than Just A Logo<br>https://www.youtube.com/watch?v=OcF1KBnlvTc | 4 |
| 9-10 | Designing Marketing Programs to Build Brand Equity | New perspectives and developments in marketing, enhancing product experience, value pricing | **Pre-Requisite Reading:**<br>Heineken : Worlds Apart<br>https://www.youtube.com/watch?v=etlqln7vT4w | 5 |
| 11-12 | Integrating Marketing Communications including | Changes in the new media environment, major marketing communication options including online and other | **Case Study:**<br>AMUL Girl: Staying Relevant in the Digital Age | 6 |

| | | | | |
|---|---|---|---|---|
| | online branding to Build Brand Equity | digital media, ways to mix and match communication options | (MKTG402) | |
| 13-14 | Leveraging Secondary Brand Associations | Ways to leverage secondary brand associations, tactical issues in leveraging secondary associations | **Pre-Requisite Reading:** Leveraging Branding for Long-Term Growth (https://www.youtube.com/watch?v=YRYDKGP8_iI&t=9s) | 7 |
| 15 | Developing a Brand Equity Measurement and Management System | Return on marketing investments (ROMI), brand audit, designing and conducting a brand tracking study | | 9 |
| 16 | Measuring Outcomes of Brand Equity: Capturing Market Performance | Comparative methods to assess brand equity, holistic methods for valuing brand equity<br>Financial approach to measure brand equity | | 10 |
| 17-18 | Designing and Implementing Brand Architecture Strategies | Key components of brand architecture, guidelines for brand extensions and developing a good brand portfolio, basic brand hierarchy, corporate branding | | 11 |
| 18 | Introducing and Naming New Products and Brand Extensions | Different types of brand extensions, advantage and disadvantages of brand extensions, consumers' evaluation of brand extensions, success criteria for brand extensions | | 12 |
| 19 | Managing Brands over Time | Brand reinforcement, brand revitalization, brand repositioning, ways to improve brand awareness and brand image, managing brand crisis | | 13 |
| 20 | Managing Brands over Geographic Boundaries and Market Segments | Rationale for developing a global brand, standardization vs. customization, Hofstede cultural dimensions and their implications, specific cases in India and China | **Case Study:** Chobani: Reinventing to Re-disrupt the Yogurt Market (MKTG388) | 14 |
| | **Project Presentations - Assessment of Written Communication** | | | |

PS: The session plan is indicative / tentative and the faculty member may make modifications as required. All class rules should be followed.

**Evaluation Components**

| Seria | Evaluation | Name | Type | Marks | Due by |
|---|---|---|---|---|---|

| l No. | Component | | | | |
|---|---|---|---|---|---|
| 1 | A1 | CP | Ongoing | 30 | Session 33 |
| 2 | A2 | Project | Assignment/Project | 20 | Session 33 |
| 3 | A3 | End Term | Examination | 50 | End Semester |

The total marks for the internal evaluation would be 60 marks and would have 60% weightage.

Course Handout

*Program: Ex.MBA*
*Course Name:* Consumer Behaviour *Term:* V
*Faculty Name:* *Cabin:* C –206
*Email:*
*Consultation hours:* *Class venue:*

**Course Description:**

Understanding how and why people purchase products and services including aspects that include economics, ethics, psychology and socio-cultural factors is imperative for marketers. Consumers may relate, react and respond differently to various marketing initiatives and strategic efforts. Topics in this include an overview of consumer behavior and its models of decision making, individual factors affecting consumer behaviour, social and cultural influences on consumer behavior, modifying consumer behavior, measuring and analyzing consumer behavior and modern trends in consumer behavior.

**Course Objectives**

At the end of the course, students are expected to be in a position to:

- Discuss key individual psychological variables affecting consumer behavior.
- Discuss the influence of culture and ethics in consumer behavior.
- Demonstrate managerial skills and competencies required for managing consumer programs and research.
- Design and execute competitive strategies to research and target consumers effectively
- Demonstrate ethical awareness of consumer issues.

**Learning Outcomes**

1. Gain conceptual clarity about concepts related to consumer behaviour
2. Demonstrate the processes and influences involved in consumer decision making
3. Develop, execute and evaluate the success of consumer marketing and research programs
4. Gain critical appreciation of consumer thought processes, biases and behavior.
5. Gain awareness of ethical issues related to consumer decision making and consumption
6. Gain awareness of emerging trends in consumer behavior.

**Recommended Text Book**:

**Leon G. Schiffman, Leslie Kanuk (2017), *Consumer Behavior 12th Edition*, Pearson Education India**

**Suggested Reference Books**:

1. Solomon, Michael R.(2010), *Consumer Behavior, 10th Edition*, Prentice Hall
2. Kardes, Frank R.(2001), *Consumer Behavior and Managerial Decision Making 2nd edition*, Prentice Hall

**Course Outline**

| Session No. | Topic | Learning Outcomes | Case / Readings - Article / Activity | Chapter | Suggested Reading, etc |
|---|---|---|---|---|---|
| 1-2. | Consumer Behaviour: Meeting Changes | Introduction to Consumer Behaviour and its evolution | **Reading** -The New Indian Consumer - by Ashok Gopal and Rajesh Srinivasan, HBR | Chapter 1 | Reading: Unravelling |

| | | | | | |
|---|---|---|---|---|---|
| | & Challenges | | Oct 2006 (F0610C)<br><br>Introductory Lecture+ Ice-breaking Activity | | the Indian Consumer<br><br>https://www2.deloitte.com/content/dam/Deloitte/in/Documents/consumer-business/Unravelling%20the%20Indian%20Consumer_web.pdf |
| 3-4. | Consumer Decision Making Process | Evaluate different model of Consumer Decision Making Models | HBR Decision Making **Exercises:**<br><br>PID: 9596041<br>PID: 9596042<br><br>Discussion, Activity | Chapter 3<br><br>(pp:63-89) | Exercises:<br><br>HBR Exercises PID: 9596039<br>PID: 9596040 |
| 5-6. | Consumer Research | Describe consumer research process | **Reading:** *Learning from Extreme Consumers, HBR, 2014*<br><br>Activity and Discussion | Chapter 14<br><br>(pp:515-552) | Reading: Consumer Research<br><br>https://www.researchgate.net/profile/Jacob_Jacoby/publication/235361442_Consumer_Research_A_State_of_the_Art_Review/links/5412efba0cf2788c4b3588aa/Consumer-Research-A-State-of-the-Art-Review.pdf |
| | | | | | |
| 7-8. | Motivation | Discuss the motivations for consumption | **Case** - Managing online reviews on Trip advisor, HBR, 2016 | Chapter 6 | Reading:<br><br>*"Motivation Research: Explaining why consumers behave the* |

| | | | | | |
|---|---|---|---|---|---|
| | | | | (pp:178-203) | *way they do"* by Jerry W. Thomas<br><br>https://www.decisionanalyst.com/whitepapers/motive/ |
| | | | Discussion+ Activity on Laddering | | |
| 9-10. | Personality – Human & Brand | Demonstrate the understanding of the influence of Personality and the use of Personality scale(s) | **Reading –***"Avtaar Based Marketing"* By Paul Hemp, HBR, June 2006 | Chapter 5 (pp:135-169) | |
| | | | Discussion+ Activity: Role Play | | |
| 11 | **TEST -1 (preceding chapters and concepts)** | | | | |
| 12-13. | Perception | Appreciate the influence of perception in consumer decision making | **Reading –** Analyzing consumer perception, HBR,2001<br><br>Activity: Multidimensional scaling in SPSS/Excel<br><br>+ Activity on Illusion | Chapter 7<br><br>(pp:211-251) | Perceptual Mapping<br><br>https://www.youtube.com/watch?v=xJUrBylld7I |
| 14-15. | Memory, Attention and Learning | Describe how psychological variables - memory, attention and learning can be impacted | **Case**Polyphnic HMI: Mixing Music and Math HBP (9-506-009) | Chapter 8 | Selective attention test https://www.youtube.com/watch?v=vJG698U2Mvo |
| | | | Case Discussion + Activity on Attention | (pp:261-291) | |

| | | | | | |
|---|---|---|---|---|---|
| 16-17 | Attitude formation and Change | Demonstrate the understanding of the attitude formation and attitude change process and the use of Attitude scale(s) | **Movie/ Book: Excerpts** – To sir with love<br>Movie/Book Discussion | Chapter 9<br>(pp:300-328) | **Movie / Book** – To sir with love |
| 18-19 | Communication & Consumer Behaviour | Describe and use models and explanations for effective communications | **Case** – The New Beetle HBP (9-501-023)<br>Activity | Chapter 13<br>(pp:465-500) | |
| 20-21 | Family & Social Class | Demonstrate the understanding of the influence of family and social factors on consumption | **Case** - P&G Tremour – Reinventing Marketing by Word of Mouth (ICMR)<br>**Case** - P&G's Vocal point - Using Moms for W.O.M. (MKTG136) (2001-06)<br>Case Discussion | Chapter 10<br>(pp:341-367) | Exercise on Family buying |
| 22 | **TEST-2 (preceding chapters and concepts)** | | | | |
| 23-24 | Culture, Cross-Culture | Demonstrate the understanding of the influence of cultural factors on consumption | In-class Reading + activity | Chapters 11<br>(pp:375-408) | Reading: *"Using Ethnography in Strategic Consumer Research"* By Rick Elliot and Nick Jankell Elliot in Qualitative Market Research, 2003 |

| | | | | | |
|---|---|---|---|---|---|
| 25-26 | Diffusion of innovation | Describe how and why consumer adopt various products | **Case –** *"Four Products: Predicting Diffusion (2011)"* (512047)<br>Case Discussion | Chapter 12<br>(pp:421-456) | Adoption Process<br>https://www.youtube.com/watch?v=0eloyhqmICY |
| 27-28 | Online Consumer Engagement | Outline communication strategies to engage with target audience | ***Reading-*** *"Age and Gender Matter in Viral Marketing"* By Kelsey Libert (HBR Aug 2014) (H00Y2F)<br>Discussions | Chapter 17<br>(pp:643-662) | Viral Content<br>https://www.youtube.com/watch?v=YR12Z8f1Dh8<br>https://www.youtube.com/watch?v=0aMUiOZaGtE |
| 29-30 | Ethical Consumption | Appreciate the ethical issues in consumer decision making, and ethical concerns in consumption practices | ***Reading:*** *How (un) ethical Are you, HBR Article*<br>Discussions + Activity | Chapter 18<br>(pp:674-693) | Ethical Scenarios Assignment |
| 31-33 | **Project Presentations** | | | | |

**Expectations from Students**

aa. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time

bb. Read the Case Study / relevant reading material prior to the class discussion. Students are expected to read the chapter indicated in the course plan.

cc. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

dd. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

ee. Wherever applicable, group assignments require each student to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.

ff. Plagiarism will be penalized

gg. Students are expected to show high regard and appreciation for in class discipline and desist from misusing mobile phones / devices. This disturbs the class ambience and unnecessarily diverts attention of other students as well as the faculty member.

hh. Each faculty has been given a scheduled consultation hour. Utilize this time to clarify doubts if any, seek explanations and get mentored if needed.

ii. Additional reading material, readings, videos, activities, etc may be suggested by the faculty from time to time.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Weightage |
|---|---|---|
| Class Participation | 1 | **10** |
| Test I | 2 | **15** |
| Test II | 3 | **15** |
| Project report | 4 | **20** |
| End exam | End of semester | **40** |
| | **Total** | **100** |

**IBS Hyderabad;** Executive MBA Program **Academic Year – 2020-21**

**Course Handout**

*Course Name*: **Business –to- Business Marketing** Term : 5

*Faculty Name*: **Shailendra Singh Bisht** Room No: C-115

*Consultation Hours*: Scheduled on demand through Google Meet

Email: shailendrabisht@gmail.com OR shailendrabisht@ibsindia.org

Phone- +91-9014186419

**Course Objective:** This course is designed to

- Help the student to appreciate the nature of industrial Marketing and understanding Industrial markets.
- Allow the student to analyze the Industrial Marketing environment in which the Marketers operate and strategies/ challenges thereof.
- To help students to gain a deeper understanding of Industrial Buying Behavior.
- To enable students to appreciate how different Industrial Market segmentation, positioning vis- a-vis consumer market segmentation.
- To help students to formulate different marketing mix strategies for different Product market segments so as to provide the best value proposition to their customers.

**Learning Outcomes:** At the end of the course a student is expected to

- To understand the similarities and differences in Business to Business and Business to Consumer goods marketing.
- Gain a deeper understanding about organizational buying behavior, market analysis, CRM and SCM.
- To understand about the adjustments required in the marketing mix elements due to points of departure from consumer marketing so as to reach organizational customers effectively.
- To gain a managerial outlook rather than just a descriptive knowledge of business markets.

**Text Book**

- B2B Marketing (Eleventh Edition), Michael D.Hutt, Dheeraj Sharma & Thomas W.Speh, CENGAGE Learning

**Suggested Reference Books:**

1. Industrial Marketing Analysis, Planning and Control by Robert.R.Reeder, Edward.G.Briety & Betty.H.Reder, Prentice-Hall of India Pvt. Ltd, New Delhi.
2. Business Marketing (3rd Edition), Robert F. Dwyer, John F.Tanner Tata Publishing Co.Ltd.
3. Business to Business Marketing: Relationships, Networks, and Strategies ,Nick Ellis and Soumya Sarkar, Oxford University Press

## Course Outline

| Session/ | Module wise activity | Learning Outcomes | Textbook Reading |
|---|---|---|---|
| Session 1-3 | **TB:** A Business Marketing Perspective<br>Organizational Buying Behavior<br>Customer Relationship Management<br>Strategies for Business Markets | Similarities & Differences between B2B & B2C marketing<br>Managing Relationships in Business Marketing.<br>Decision making process | TB Ch - 1-2-3 |
| | **Case discussion:**<br>1. Kirloskar Oil Engines<br>2. Tata Teleservices<br>3. Dell's move from B2C to B2B | | |
| Session 4-5 | **TB:** Segmenting the Business Market and Estimating Segment Demand<br>Business Marketing Planning: Strategic Perspectives | Importance of segmentation and targeting<br>Positioning and repositioning<br>Role of marketing in corporate strategy development | TB Ch - 4-5 |
| | **Case discussion:**<br>1. Federated Insurance<br>2. Intuit | | |
| Session 6-7-8 | **TB:** Managing Products for Business Markets<br>Managing Innovation and New Industrial Product Development<br>Managing Services for Business Markets | Financial implications of B2B branding.<br>Product- service combinations;<br>Managing Services for Business Markets.<br>Product Life Cycle. | TB Chs – 7-8-9 |
| | **Case discussion:**<br>1. Fedex<br>2. Vscan<br>3. Deloitte | | |
| Session 9-10 | **TB:Business Marketing Strategies for Global Markets** | Global Market Entry options for B2B Products and services. | TB Ch – 6<br>Project 1<br>Class Presentation |
| | **Case discussion:**<br>1. Fiat-Tata JV | | |
| Session 11-12-13 | **TB:** Managing Business Marketing Channels<br>Chapter 11 Supply Chain Management | IORs in various contexts; Network Relationships; KAM approaches.<br>Coordination, collaboration activities performed with partners;include suppliers, intermediaries and third-party service providers with customers. | TB Ch – 10-11 |
| | **Case discussion:**<br>1. Marico<br>2. Optical Medical Parts | | |

| | | | |
|---|---|---|---|
| **Session 14-15** | **TB:** Pricing Strategies for Business Markets<br><br>**Case discussion:**<br>1. SAP<br>2. Microsoft | Key Components of the price- setting Decision Process.<br>Value perceptions in B2B markets;<br>Relevance of Discounts | TB Chs – 12 |
| **Session 16-17-18** | **TB:Business Marketing Communications: Advertising and Sales Promotion**<br>**Business Marketing Communications: Managing the Personal Selling Function**<br><br>**Case discussion:**<br>1. Castrol<br>2. Johnson Controls, Inc. | Linking marketing communication to channels;<br>Impact of Social Media in B2B context.<br>B2B Marketing Communication:<br>Elements of Communication; IMC; Effectiveness of B2B media. | TB Ch – 13-14 |
| **Session 19-20** | Marketing Performance Measurement<br>Future of B2B Marketing &<br>B2B marketing in India | Methods of measuring market performance<br>Challenges & Opportunities – abroad & domestic. | TB Ch- 15<br>Project 2- Class Presentation |

**Expectations from Participants**

a. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.
b. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.
c. In the class discussion, students are expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.
d. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component
e. Attendance is compulsory in all sessions. However, refer to guidelines in your academic handbook for exceptions.

**Evaluation Schedule**

| Sl No | Component | Description | Weightage | Due Date |
|---|---|---|---|---|
| 1 | Project 1<br>New B2B Product Launch | Converting a B2C Product to B2B Product<br>• Understanding Business Environment<br>• Determining Organisational Buying Behaviour<br>• STP | 20<br>• Written report (1800-2000 words) 15 Marks<br>• Class Presentation (20 minutes)- | 9th Session |

| | | | | |
|---|---|---|---|---|
| | | • Branding and Product Launch | 5 marks during 10th session | |
| 2 | Project 2<br>B2B Challenges and Opportunities | Technology adoption, Bottom of Pyramid(BoP) , Platform Strategy and Covid19- Challenges and Opportunities<br>• How is technology affecting your business?<br>• How is your company responding to the BoP opportunity?<br>• How is your company affected by and responding to Covid-19 ?<br>• How would your company deal with platforms ? | 20<br>• Written report (1800-2000 words) 15 Marks<br>• Class Presentation (20 minutes)- 5 marks during 20th session | 19th Session |
| 3 | Final Exam | Comprehensive examination for 100 marks involving theoretical understanding, application through short cases and case analysis | 60<br>Written Exam | End Semester |

**Brief profile of the Faculty:**

Regular Researcher | Occasional Academician |
Passionate Nature Lover | Struggling UltraRunner |

Shailendra currently has research, consulting and teaching experience in the areas of affordability, accessibility and acceptance in Green Livelihoods, Natural Resource Management, Micro-finance, Health care and Education Services Marketing. As an academic and researcher in management, he has managed and disseminated research on the interface between marketing, technology and public policy interventions in India. He lives in Hyderabad with his wife and daughter and occasionally treks in Garhwal Himalayas. He has completed Thirteen Full Marathons and Three UltraMarathons including72 KM Khardung la Challenge 2017 and 110 KM Malnad Ultra 2018.

He also publishes a weekly newsletter on Running Platform Marketing Life. Please subscribe to the newsletter using your email ID at https://shailendrabisht.substack.com

**Social Connect**

https://twitter.com/ilashamr

https://www.linkedin.com/in/shailendrabisht/

https://drive.google.com/drive/folders/0B_z-hW8Sg7A6fjFRcjY4cTRjVGlaLVJXdWR4cHh5RXVPVmt2dlBTR0EwdUZteF90cmNlR2c

# Course Handout

*Course Title* : **Integrated Marketing Communication**
Course Code :
Term: **VI**
*Faculty Name* : Dr. Prabhakar Nandamuri
*Room No* :
*Consultation Hours* :

Email:

## Course Description:

This course is designed to develop an understanding about the role of integrated marketing communications in the marketing mix.. The course covers different types of promotional tools, media and methodologies of integrated marketing communication. Students will learn to examine the process by which integrated marketing communications programs are planned, developed, executed and measured and how this is critical to an organization's success.

## Course Objectives

At the end of the course, students are expected to:

1. Demonstrate application of marketing communications tools, and how each can be used effectively- individually or in an integrated mix.
2. Develop an integrated cross-media strategy and creative message and concept to reach the target audience
3. To Conduct and evaluate marketing communication research and apply these findings to develop competitive strategies for the IMC campaign.
4. Discuss and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy

## Learning Outcomes

1. Demonstrate a comprehensive understanding of Marketing Communications key terms, definitions, theories, and concepts.
2. Develop, execute and evaluate the success of integrated marketing programs.
3. Identify and implement strategies for successful promotional campaign.
4. Develop an understanding of the legal and social issues, the regulatory process, concerning the promotional mix.

## Recommended Text Book:

Advertising and Promotion – An Integrated Marketing Communications Perspective- George Belch, Michael Belch and Keyoor Purani, 9th Edition, 2013, Tata McGraw-Hill

## Suggested books:

Advertising Management, - Jaishri Jethwaney, and Shruti jain, Oxford Higher Education, 2015
Integrated Advertising, promotion, and Marketing Communication- Kenneth E. Clow and Donald Baack, 3rd Edition, Prentice Hall India, 2017

## Course Outline

| Session No. | Topic | Learning Outcomes | Pre-session Readings | Case /Reading article/ Lecture / | Chapters |
|---|---|---|---|---|---|

| | | | | Activity | |
|---|---|---|---|---|---|
| 1 | Introduction to IMC | Evolution of IMC<br><br>Elements of Promotional Mix<br><br>Steps in IMC Planning Process | | Introductory lecture | 1 |
| 2 | Growth of Advertising and Promotion, & Tools of IMC | Role of advertising and promotion in an organization's integrated marketing program<br><br>Marketing-mix decisions that influence advertising and promotional strategy | Web Article: 8 Marketing Promotion Strategies From Concept To Top Brands Practice-Link: https://blog.bannersnack.com/marketing-promotion-strategies/ | **Case 1:Marketing Promotions { Product Code: HBS: 2006: 9-506-028}** | 2 |
| 3-6 | Perspectives on consumer behavior-<br>And the communication Process | How perceptions are formed about products and brands<br><br>How a marketer should understand the psychological aspects and plan integrated marketing communication campaigns<br><br>To appreciate various communication models like, AIDA, FCB, ELM Innovation and Adoption Model | 1.Surf excel " Daag acche hain Campaign"Link: http://www.socialsamosa.com/2018/02/surf-excel-daag-acche-hai-campaign/<br><br>2. Change Consumer Behavior with These Five Levers-Link-https://hbr.org/2012/11/change-consumer-behavior-with | Assignment: Applying FCB grid model (Perceptual Map) | 4 &5 |
| 7-9 | Organizing for Advertising – the Ad Agency | The functioning of advertising agency<br><br>The roles played by the various<br>departments of advertising agency<br><br>How advertising agencies face challenges in global market | THE AD AGENCY OF THE FUTURE IS COMING. ARE YOU READY? (Link https://adage.com/article/print-edition/agency-future/303798?CSAuthResp=1%3A%3A5349522%3A0%3A24%3Asuccess%3A6E67473D92817AC6B6624063956F6663 | **Case 2- Ogilvy and Mather India: The Creative Advertising Juggernaut Continues to Dominate { Case Reference No-509-076-1}** | 3 |
| **10** | ***TEST-1*** | **Sessions 1 to 9<br>Chapters covered - 1, 2,3,4,5** | | **Multiple Choice Questions (Conceptual Learning)** | |

| | | | | | |
|---|---|---|---|---|---|
| 11-13 | Communication Strategy | Message factors, message appeals<br><br>Promotional planning through the persuasion matrix, source credibility, source attractiveness, source power<br><br>Choosing a celebrity endorser | 1. "Like a girl campaign" by the Always brand<br>Web Link: https://medium.com/ad-discovery-and-creativity-lab/always-likeagirl-5d4c2b1472c3<br><br>2. "We must protect this house" campaign by Under Armour.<br>Web Link: https://www.youtube.com/results?search_query=We+must+protect+this+house%E2%80%9D+campaign+by+Under+Armour | **Case 3- Snapdeal: Risks and Rewards of Celebrity Endorsement-{ Case Reference No-516-0165-1}** | 5 & 6 |
| 14-16 | Creative Strategy – Planning and Development, Implementation and Evaluation | The importance of creativity in advertising, planning creative strategy- the creative challenge, taking creative risks<br>The creative process – account planning, inputs to the creative process: preparation, incubation, illumination, verification and revision.<br><br>Creative strategy development – creative brief, the search for the major selling idea, developing the major selling idea, Unique selling Preposition (USP).<br><br>Designing creative - Advertising appeals and execution styles | 1. Creative Ad Campaign – "Dumb ways to die" by Melbourne metro train<br>YouTube Link: https://www.youtube.com/watch?v=IJNR2EpS0jw<br><br>2. P & G "Thank you Mom" Ad Campaign by P& G<br>Ad campaign Link: https://www.wk.com/work/p-and-g-thank-you-mom/ | **Case 4-Dumb Ways To Die: Advertising Train Safety -B{ Product Code: HBS,2014 514080-PDF-ENG}** | 8 & 9 |
| 17-20 | Media Planning and strategy | Developing media plan<br><br>Market analysis and target market identification | Media and Advertising web article<br>Web link: https://muse.jhu.edu/article/269077 | | 10,11,12 & 18 |

| | | | | | |
|---|---|---|---|---|---|
| | | Using indexes to determine where to promote<br><br>Establishing media objectives, developing and implementing media strategies<br><br>Budget considerations-determining relative costs of media, characteristics of media<br><br>Buying television time, network versus spot – advertising, spot and local advertising, syndication, methods of buying time-sponsorship, measuring the television audiences- ratings point | | **Case 5:Mekanism: Engineering Viral Marketing {Product Code: HBS,2012:512010}** | |
| **21** | ***TEST-2*** | **Sessions 10 to 20 Chapters covered – 5,6,8,9,10,11,12 & 18** | | **Descriptive test (Conceptual Knowledge for AOL)** | |
| 22-24 | Internet & Interactive media | The proliferation and growth of the new age media<br><br>Various types of Internet/Interactive advertising<br><br>measuring the effectiveness of Online Campaigns | The New Media's coming of age \| Dan Carlin \| TEDxMtHood YouTube link: https://www.youtube.com/watch?v=5K57kcs15DY&t=89s | **Case 6: Digital Marketing at Nike: From Communication to Dialogue { Case Reference No- 912-023-8}** | 13 & 15 |
| 25-26 | Database and Direct response Marketing | The role of direct marketing in the IMC program<br><br>Direct marketing strategies and media<br><br>Direct response advertising and support advertising<br><br>Evaluating the effectiveness of direct marketing | 7 Direct Response Marketing Techniques to Drive Action NOW Link for the web article: https://www.wordstream.com/blog/ws/2018/03/14/direct-response-marketing | | 14 |
| 27-28 | Sales promotion | Sales response Model<br><br>Types of sales promotion activities | | **Case 7: Can Zomato Continue Its Deep Discounting Strategy?-{ Case Reference No-520-0017-1}** | 16 |

| | | | | | |
|---|---|---|---|---|---|
| 29 | *TEST-3* | **Project Submission and Presentation** | | | |
| 30-31 | Corporate Advertising and Measuring Effectiveness of the Promotional Program | Objectives & type's Corporate advertising.<br><br>The role of PR, integrating PR into the promotion mix.<br><br>Conducting research to measure advertising effectiveness-<br><br>The testing process | **Case 8: Is Your Company Ready to Protect Its Reputation from Deep Fakes? {HBR Web article-Product Code: H04N9I-PDF-ENG}** | | 17 & 18 |
| 32-33 | Regulation of Advertising and Promotion | Role and function of various regulatory agencies.<br><br>Evaluate the effectiveness of self-regulation of advertising.<br><br>Regulation of sales promotion, direct marketing, and Internet marketing | Understanding ad regulations<br>"Maggi is safe' campaign by Nestle India.<br>http://www.socialsamosa.com/2019/01/brand-saga-nestle-india-maggi/ | **Case 9: Sweet Deal -- Industry Self-Regulation Of Breakfast Cereal Advertising To Children{Product Code: HBS, 2014: 9-712-463}** | 20 |

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Session 31 | Session 33 | **10** |
| Test I | 2 | Session 10 | Session 12 | **15** |
| Test II | 3 | Session 21 | Session 23 | **15** |
| Project report | 4 | Session 29 | Session 33 | **20** |
| End exam | At the end of the semester | | | **40** |
| | Total | | | **100** |

**Expectations from Students:**

1. **The students are expected to join the class on time.**
2. **Students are requested to use preferably a Desktop/Laptop for attending the classes.**
3. **It is requested that all students should mute their microphone once the session begins.**
4. **Students would be provided additional reading material before specific sessions (apart from one already mentioned in the course handout), students are compulsorily required to read the pre-session reading materials prior to the class.**
5. **For Case discussion Assignments will be given to group of students on rotation basis and they are required to come prepared for the same.**
6. **Students should participate and they are free to ask questions either via chat message (during the class) or by Unmuting their microphone at the end of session.**

**Course Handout**

**Customer Relationship Management**

**Ex. MBA, Term. V**

**4 Credits**

**Faculty Name:**

**Mobile No.:**

**Course Description:**

This elective course in the MBA program enables students to learn and appreciate Customer Relationship Management (CRM) strategies and tools. The course utilizes a number of Harvard Business School (HBS) articles and cases to introduce a wide range of CRM issues, problems faced by firms and management reactions to those problems. The course incorporates various class activities like assignment, project and simulation exercise to ensure students are able to apply concepts to real business scenario. The course also teaches how to generate insights from customer data, generate visualizations and create dashboards for decision making.

**Course Objectives:**

1. To discuss the role of customer relationship management in decision making.
2. To describe how to formulate customer relationship marketing strategies.
3. To discuss how to acquire, retain and manage customers.
4. To discuss types and functioning of loyalty programs.
5. To discuss how marketers can use customer data to generate valuable insights.

**Learning Outcomes:**

At the end of the course the student is expected to be able to:

A. Appreciatethe role of CRM in today's dynamic marketing environment.
B. Explore the realities and implications of CRM from the perspectives of both customerand marketer.
C. Understand and enhancethe consumer journey.
D. Learn to create CRM driven marketing strategy.
E. Draw insights from voice of customerfor designing consumer focused strategy.
F. Efficiently launch, manage and drive CRM initiatives.
G. Understand vital CRM metrics and create CRM dashboards.

**Text Book**

1. Customer Relationship Management: Concept and Technologies, 3rdEdition, by Francis Buttle and Stan Maklan, Routledge, 2015

**Reference Books & Industry Resources**

1. The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education by Jill Dyche.
2. Customer Relationship Management: Concept, Strategy, and Tools, 2nd Edition, by V. Kumar and Werner Reinartz. Publisher: Springer.
3. Zikmund, William G., Mcleod, Raymond, Jr., Gilbert, Faye. W., 2012, Customer Relationship Management: Integrating Marketing Strategy and Information Technology, Wiley.

## Session Plan

| Session | Topic | Learning Outcome | Readings (More Readings May Be Provided as well) |
|---|---|---|---|
| S. 1 | Introduction & Course Overview | Appreciate the role of CRM | |
| S. 2-4 (Module 1) | Defining CRM<br>Understanding Relationship<br>Different schools of thought on relationship,<br>History of CRM etc. | Understand how CRM has evolved over the years.<br><br>Different facets of CRM | Book Chapter 1: Introduction to CRM<br><br>Article: After the Sale is Over, *HBR 83-511*, Pgs. 8.<br><br>Book Chapter 2: Understanding Relationships<br><br>Article: Why Satisfied Customer Defect, HBR, Nov-Dec, 1995 *HBR 6838* |
| S. 5-6<br><br>(Module 2) | Customer Acquisition, Development & Management (Basics) | Appreciate importance of customer acquisition | Book Chapter 3: Managing Customer Acquisition<br><br>*Additional Material: Unlock the Mysteries of Your Customer Relationships, HBR, July-Aug, 2014* |
| S. 7-8<br><br>(Module 2) | Customer Acquisition, Development & Management (Basics) | Learn importance of retaining valuable customers | Book Chapter 4: Managing Customer Retention and Development<br><br>Case 1: HOPI: Turkey's Shopping Companion Product No #9-519-057, March 28, 2019 |

| | | | |
|---|---|---|---|
| S. 9-10-11 (Module 3) | Creating Value & Experience for Customers | Bootcamp 1: Understanding how to create experience maps.<br><br>Ability to use various tools in customer journey mapping and create journey maps | Book Chapter 6: How to Deliver-Customer Experienced value<br><br>Book Chapter 7: Managing Customer Experience. |
| S. 12 | Internal Assessment 1 | | |
| S. 13-14 (Module 4) | Measuring Customer Satisfaction, Net Promoter Score | | Article: The One Number You Need To Grow, HBR, Dec. 2003 Product #: R0312C-PDF-ENG |
| S. 15-18 (Module 5) | Customer Portfolio Management & Customer Life Time Value | Learn how to segment and manage different customer segments. | Case 2: Vemeksepeti: Growing and Expanding the Business Model through Web, Product #: 817095-PDF-ENG<br><br>Book Chapter 5: Customer Portfolio Management<br><br>Industry Note: Marketing Analysis Toolkit: Customer Lifetime Value Analysis<br>Product #: 511029-PDF-ENG (2010)<br><br>Simulation Case: The Orthopaedic Motor Market: Minnesota Micromotors, Inc. and Brushless Motor Technology, HBSP, June 12, 2014 Product #: WH0005-HTM-ENG |
| S. 19-20 | Learn to draw valuable insights from data | | Bootcamp 2: Using transaction data to identify specific customer segments and markets. (Using Excel) |

| | | | |
|---|---|---|---|
| S. 21-22 (Module 5) | CRM Automation: Sales Force Automation, Marketing Automation, Service Automation | Appreciate role and importance of Automation in CRM | Book Chapter 8: Sales Force Automation<br>Book Chapter 9: Marketing Automation<br>Book Chapter 10: Service Automation<br><br>Faculty Industry Experience, Industry White Papers and Videos |
| S. 23 | Internal Assessment 2 | | |
| S. 24-25 | Learn how to balance resources across different customer segments, RFM Analysis | | Bootcamp 3: Simulation Live Session and Follow-up<br><br>Session of RFM using actual data. |
| S. 26-27 (Module 6) | Developing and Managing Customer-Related Database, Deploying CRM | Understand how to manage customer database | White Paper 1: The complete guide to CRM Data Strategy, Oracle, June 2019 , To be read by student digitally (Copyright material)<br><br>White Paper 2: The 7 Steps To A Successful CRM Implementation, HCL, To be read by student digitally (Copyright material) |
| S. 28-29 | Understanding & Deploying Loyalty Programs | Understand how loyalty programs are designed | Case 3: TESCO - The Customer Relationship Management Champion, ICMR, 2008<br><br>*Additional Material: Developing an Effective Customer Loyalty Program, California Management Review, 49/1 (Fall 2006): 123-148* |
| S. 30-31 | CRM & Social Media, Managing Customer Complain Behaviour | Appreciate role of Social Media in CRM | Case 4: United Breaks Guitar Product #: 510057-PDF-ENG<br><br>*Additional Material: What Unhappy Customers Want, MIT Sloan, Spring 2014, Vol. 55, No. 3* |
| S. 32. | NCP 3: Evaluation of Final Scores in Simulation | | |
| S. 33 | Revision | | |

**Notes:**

1. For the Bootcamp sessions, students are required to bring their laptops/otherMaterial asrequired by the faculty.
2. Some of the sessions may be taken through invited guests

**Evaluation**

- Class Participation: 10 Marks
- Test 1: 15 Marks
- Test 2: 15 Marks

- Simulation: 20 Marks
- End Term: 40 Marks.

**Industry Resources**

https://www.salesforce.com/in/crm/
https://www.oracle.com/applications/customer-experience/index.html
https://www.microsoft.com/en-in/dynamics365/customer-service
https://www.sugarcrm.com/
http://www.forteconsultancy.com/
https://www.dunnhumby.com/
http://www.crmnext.com/white_papers/whitepaper-overview/etc.

## Course: International Marketing

## Program: Executive MBA

## Batch: 2015 - 2017

### Introduction:

Marketing undertaken by a firm for profit in more than one country is International Marketing. Since the firm has to carry out its marketing operations in more than one nation, it is more challenging compared with domestic marketing. A variety of environmental factors combine to make marketing decisions of a business organization a complicated task.

### Course Description:

The course covers core concepts of International Marketing and Environmental forces that International Marketer has to consider. It includes market entry strategies, elements of marketing which are important at an initial level of International experience, managerial issues relating to global operations of MNC's.

### Course Objectives

To provide exposure to students in modes of entry into global markets.
Provide deeper understanding of International Business Environment
To help student understand relevant strategies in International Marketing
To familiarize the procedures for Export Procedures and documentation

### Pedagogy:

Cases, Projects and exercises for appreciation of course content.

### Text Book

| Book Title | Author, Publication & Edition |
|---|---|
| Global marketing Management | Warren J Keegan,Naval K.Bhargava Pearson, 7th Edition |

### Reference Book

| Book Title | Author, Publication & Edition |
|---|---|
| Global marketing with special Indian foca | Svend Hollensen & Madhumita Banerjee Pearson, 4th Edition |

## Session Plan

| Session | Topics Details | Case title / Source | Reading Material / Chapter(s) mapped from prescribed text |
|---|---|---|---|
| 1-3 | Introduction to International Marketing - Trends, Opportunities and Barriers | | Ch. 1- 4 |
| 4-5 | Global Customers and STP | Longchamp<br>HBS Case No. 9-316-086 | Ch. 5, 7 |
| 6 | Doing Business in Emerging Economies | Spotting Institutional Voids as Business Opportunities: How to Gain Competitive Advantage in Emerging Market*by* Tarun Khanna and Krishna Palepu<br>HBS Case No. 5906BC-PDF-ENG | |
| 7-8 | Market Entry & Expansion Strategies | Volvo Trucks (A,B,C)<br>HBS Case No. 9-702-418,419 and 444. A small assignment to launch Volvo Trucks in India. | Ch. 8 |
| 9-10 | Industry Analyses – Competitive & Cooperative Strategies | Turkish Airlines: Widen Your World<br>HBS Case No. 9-716-408 | Ch. 9.10 |
| 11-12 | Global Product Decisions | Green Marketing at XEROX<br>HBS Case No. 9-594-047 | Ch. 11 |
| 13-14 | Global Pricing Decisions | | Ch. 12 |
| 15-16 | Global Logistics & Distribution Decisions | Benettob Group S.p.A , 2012<br>HBS Case No. 9-713-513 | Ch. 13 |
| 17-18 | Global Communications Decisions | | Ch. 14 – 16 |
| 19-20 | Export Procedures & Documentations | | Teaching note to be provided |

- Entrepreneurship Development
- Green Marketing

## Course Handout

*Course Name*: **Sales and Distribution Management** Semester: **VII**

**Faculty Instructor:** **Email :**

**Course description**

The course aims to acquaint students with necessary knowledge and skills required for Sales and Sales management functions in an organization. It also equips the with student with necessary leadership and decision-making skills. The environment of distribution management is discussed.

**Course Objective**:

1. Discuss the process required for successful selling
2. Demonstrate skills and knowledge required for successful selling
3. Demonstrate decision making and leadership skills required for successful sales
4. **Demonstrate the importance of managerial skills necessary for managing salesforce**
5. **Demonstrate skills necessary for distribution management**
6. **Make effective sales presentations**

**Learning Outcomes**:

1. Sales Management and Selling Process
2. Sales Forecasting, Quota Setting and Territory Designing
3. Sales Force Management - Recruitment, Selection, Training, Motivation, Compensation and Evaluation of sales force.
4. Knowledge of distribution Channels, Channel Design Decisions, Channel and Logistics Management

**Recommended Text Book**:

1. Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, 3rd edition, Oxford press

**Detailed Course Outline**

| Session | Topic / Area Covered | Case | Case details | Chapter Reading |
|---|---|---|---|---|
| 1 | Introduction to Sales Management, | Introduction to sales, challenges, Sales Management as a function, A glimpse of Sales Managers' functioning & role across various sectors | | Ch-1&2 |
| 2 | Selling skills | Discussion | | |
| 3 | Personal Selling (Selling Process) | Personal Selling and Sales Management | HBS note # 9-507-039 | Ch-3 |

| | | | | |
|---|---|---|---|---|
| | Prerequisite-What a Salesperson Does? https://www.greatideasforteachingmarketing.com/what-a-salesperson-does/ | | | |
| 4 | Negotiations | Discussion | | |
| 5&6 | Sales Organization | Sales Force Integration at FedEx (A) | HBS case # 9-506-029 | Ch-6 |
| 7&8 | Sales Forecasting | Cottle- Tayler: Expanding the Oral care group in India | HBS case # 4350 | Ch-4 |
| 9 | Sales Quotas | Lecture discussion | | Ch-8 |
| 10 | Test-1(MCQs) | | | |
| 11-12 | Management of Sales quotas | IBM: " Make it your Business" (A) | HBS case # 9-190-137 | Ch-8 |
| 13 -14 | Management of Sales territories | StepSmart Fitness | HBS case # 9-914-509 | Ch-7 |
| 15-16 | Designing of Sales Territories | Discussion | | Ch-7 |
| 17-18 | Recruitment, selection and training of sales force | Eureka Forbes Limited: Managing the selling effort(A) | HBS case # 9-506-003 | Ch-9&10 |
| 19 | Test-2(MCQs) | | | |
| 20-21 | Motivating and compensating sales person | Designs by Kate: The Power of Direct Sales | HBS case # 4284 | Ch-11&12 |
| 22-23 | Controlling and evaluating the Sales Effort | Waters Chromatography division : U.S Field Sales (A) | HBS case # 586011 | Ch-13&14 |
| 24-25 | Channel Design Decisions | Nature view Farm | HBS Case # 2073 | Ch-15&16 |
| 26-27 | Ethics in Selling | Sales Misconduct at Wells Fargo Community Bank | HBS case # 9-118-009 | |
| 28-29 | Distribution Management | Activity – ROI for Channel Member | | |
| 30-31 | Channel management | Avon.com (A) Product no. 503016-PDF-ENG | | Ch-19 |
| 31 | Test 3(MCQs) | | | |
| 32-33 | Distribution<br><br>Wholesaling & Retailing | Polaroid Corp.: European Distribution System Product no. | HBS case # 9-695-038 | Ch-17<br>Ch-20&21 |

**Expectations from Students**

jj. Students must be online to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. Latecomers can be marked as absent.

kk. Read the Case Study / material/video/prerequisite well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

ll. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

mm. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean losing marks in that particular component.

nn. Wherever applicable, group assignments require each student to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.

oo. Students are expected to show high regard and appreciation for in class discipline and desist from using mobile phones. This disturbs the class ambience and unnecessarily diverts attention of other students as well as the faculty member.

pp. Each faculty has been given a scheduled consultation hour. Utilize this time to clarify doubts and expand your understanding of the subject.

qq. Attendance is compulsory in all sessions. However refer to guidelines in your academic handbook for exceptions.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following schedules have been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Session 30 | Session 31 | 10 |
| Test | 1 | Session 9 | Session 11 | 20 |
| Test | 2 | Session 19 | Session 21 | 20 |
| Test | 3 | Session 31 | Session 33 | 10 |
| End exam | At the end of the semester | | | 40 |
| | Total | | | 100 |

## Brief profile of the Faculty Member

Prof. Venu Gopal Rao is a faculty in the Department of Marketing & Strategy. He joined IBS in the year 2008. He has a passion for teaching and training and has taught courses such as Marketing Management, Sales & Distribution Management, Strategic Marketing Management and Brand Management.

Prof. Rao worked in the sales management function in reputed organizations such as Mirc Electronics Limited (makers of the Onida Brand) and Tata Infotech before moving to active academics in the year 2002.

He is also the Head of the Department of Marketing & Strategy at IBS Hyderabad.

# Course Handout

*Course Title* : **Services Marketing**

Term: VI

Program : Ex.MBA 2016-18

*Faculty Name* : Dr. Rik Paul

Room No :

*Consultation Hours* :

Email:

**Course Description:**

Students examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses. Topics include an overview of services marketing; understanding the customer in services marketing; standardizing and aligning the delivery of services; the people who deliver and perform services; managing demand and capacity; and promotion and pricing strategies in services marketing.

**Course Objectives**:

- *To develop managerial skills and competencies required for managing service businesses.*
- *To develop a framework for recognizing and analyzing management problems in service industries*
- *Design and execute competitive service strategies.*
- *To appreciate the importance of leadership, decision making, service culture and challenges of running a service business in national and international contexts.*

***Expected Learning Outcomes***:

*Upon completion of this course, students are expected to :*

7. *Possess and demonstrate a service orientation & appreciation of leadership and decision-making for service businesses.*
8. *Apply services marketing concepts & theories to service business problems.*
9. *Develop, execute and evaluate the success of service marketing programs.*
10. *Identify and implement strategies for success in service businesses in national and international contexts.*

**Recommended Text Book**:

- **Services Marketing**: Integrating Customer Focus across the Firm by *Valarie Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit*, 7th Edition, 2018, TMH

**Reference Books:**

- **Services Marketing:** People, Technology, Strategy by Jochen Wirtz, Christopher Lovelock and Jayanta Chatterjee, 8th Edition, 2018, Pearson.
- **Essentials of Services Marketing** by Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee and Gopal Das, 3rd Edition, 2019, Pearson.
- **Services Marketing** – People, Technology, Strategy by Christop*her Lovelock, Jochen Wirtz, Jayanta Chatterjee,* 6th edition, 2010, Pearson
- **Marketing Services**: Competing through Quality by *Leonard L. Berry and A. Parasuraman*

**Course Outline**

| Session No. | Topic | Expected Learning Outcomes | Pre-session Readings | Case studies | Chapters |
|---|---|---|---|---|---|
| 1 | Introduction to Services Marketing | 1. Discuss Characteristics of Services (4Is)<br>2. Classification of Services. | | Swayam Video: By Dr. Ravishanker<br>Title: Services Marketing Part 1 By cec | 1 |
| 2 | Basic Concepts of Services Marketing | 1. Discuss the Services Marketing Mix: Importance of People, Process and Physical Evidence<br>2. Discuss Moments of Truth<br>3. Describe the Intangibility Spectrum | Students are required to be familiar with the extended marketing mix, from the marketing management course. | **Article: Frei, Frances X., 2008, The Four Things a Service Business Must Get Right**, Harvard Business Review; Apr, Vol. 86 No. 4, pp. 70-80.<br>Lecture | 1 |
| 3 | Service Dominant Logic | 1. Introduction to SD Logic<br>2. Explain the Fundamental and implications of SD Logic | Students are required to go through the website www.sdlogic.net | Lecture | www.sdlogic.net and handouts |
| 4-5 | Service Quality Dimensions, Gap Model and Zone of Tolerance | 1. Explain the dimensions of services quality and its impact on consumer decision making and the criticism of service quality dimensions.<br>2. Providing an Overview of Service Quality Gap model<br>3. Discuss Zone of tolerance: Factors Influencing Customer Expectations of Services | | Lecture | 2, 3,4 |
| 6-7 | Services Mktg. Mix and Customer Decisions | 1. Discuss Customers' expectations and perception about a service and how does it impact customer satisfaction?<br>2. Explain Customer Decision making in Services | Video Available on YouTube<br>Title: How Starbucks Became An $80B Business By CNBC | **Starbucks: Delivering Customer Service** Product Code: 504016-PDF-ENG; Publication Year: 2006<br>Industry: Retail (Non Alcoholic Beverages)<br>*https://cb.hbsp.harvard.edu/cbmp/content/6504-AVO-ENG* | 1, 3, 4 |

| | | | | | |
|---|---|---|---|---|---|
| 8-9-10 | Service Innovation and Customer Standards | 1. Discuss Managing Service Innovation-Human Centered Service Design Process<br>2. Describe Establishing customer defined service standards<br>3. Explain Design Thinking Process | Students can go through a video available on YouTube. Titled: ABC Nightline :IDEO Shopping Cart | **IDEO:Human Centered Service Design** Product Code: 615022-PDF-ENG; Industry: Entertainment/Consulting | 8, 9 |
| **11** | ***TEST-1*** | | **Sessions 1 to 9** | ***TEST-1*** **Chapters - 1, 2, 3, 4, 8, 9 Assessment of Conceptual Knowledge** | |
| 12-13 | Customer Standards, Employee Roles & Service Profit Chain | 1. Discuss Managing customer Centric Service Standards across different cultures (Hard and Soft Standards)<br>2. Describe Role of employees in service delivery and challenges associated with it in a global marketing context<br>3. Explain Service Profit Chain and Service Marketing Triangle | Video Available on YouTube Title: The Ordinary Heroes of Taj Hotel By Rohit Deshpande at Tedx New England | **The Ordinary Heroes of the Taj** R1112J-PDF-ENG Publication Year: 2011 | 9,11 |
| 14 | Role of Service Environment in Services | Explain the Role of service environment in delivery of an organization's overall value proposition (Services capes) | **Managing The Total Customer Experience** By Leonard Berry and Lewis P Carbone, MIT Sloan Management Review. | **CGH Earth- A Unique Service Experience** Case Code: CLSM-028 (ICMR) Publication Year 2005 | 10 |
| 15 | Customer Role and Instrumental & Normative Strategies | 1. Discuss Role of Customers in Service Delivery and its impact on service quality<br>2. Describe Instrumental and Normative Strategies | Video available on YouTube. Titled: Zipcar UK Rules of the Road Car Sharing Made Easy | **Zip Car: Influencing Consu. Bhvr.** Product Code: 605054-PDF-ENG; Industry: Car Rental | 12 |
| 16 | Product to Service philosophy change in strategy; Outsourcing & Service Wrapper | 1. Explain The challenges which a company faces for moving from product to service strategy<br>2. Discuss The risks and benefits of outsourcing a service from the | Please refer to the case in the adjacent column. | **Dell Computers (A): Field Service For corporate clients** Product Code: 603067-PDF-ENG Industry: Low end server related services | 1,2,4,12 |

| | | | | | |
|---|---|---|---|---|---|
| | | perspective of outsourcing company and the third party<br>3. Discuss the concept of Service Wrapper | | | |
| 17 | Service Delivery using Technology | 1. Describe Delivering Services through electronic channels and common issues associated with it<br>2. Discuss Technology Acceptance in Services<br>3. Explain Service Technology Pyramid<br>4. Introduce Service Automation | Please refer to the article in the adjacent column. | **How Customers View Self-Service Technologies** By Sheryl E Kimes and Joel E Collier, MIT Sloan Management Review | 4, 12 |
| 18 | Service Encounters | Explain the various types of services encounters, what their ultimate goal is and how an organization can progress from one type of service encounter to the other type? | Please refer to the video title, mentioned in the adjacent column. | **Video:**<br>**Types of Service Encounters (by Ron Kaufman)** | 4 |
| 19-20 | Service Failure & Recovery | 1. Discuss Customer and Employee Behavior in a crisis situation<br>2. Describe Sources of service failures<br>3. Discuss Recovery strategies which can be used by a service provider<br>4. Explain Service Recovery Paradox<br>5. Discuss Online Reputation Management for service firms. | Video Available on YouTube<br>Title: Dr. Dao Dragging Incident On United: New Info on Response Emerges. | **David Dao on United Airlines**<br>Product Code: 917026-PDF-ENG<br>Industry Airlines | 7 |
| **21** | ***TEST-2*** | | **Sessions 11 to 20** | ***TEST-2***<br>**Chapters - 4, 7, 9, 10, 11, 12**<br>**Assessment of Conceptual Knowledge and Leadership Skills** | |
| 22-23 | Managing Demand | 1. Discuss Strategies to Manage Demand<br>2. Describe Demand Prediction | Please refer to the case mentioned in the adjacent column. | **Avant Garden: Exploring Possibilities for Improving Revenue Management**<br>Case Code : MKTG257 (ICMR) | 13 |

| | | | | | |
|---|---|---|---|---|---|
| 24-25 | Capacity Management | 1. Discuss Capacity Management<br>2. Introduce Service Blueprinting | Please refer to the case mentioned in the adjacent column. | **Shouldice Hospital Ltd.**<br>Product Code: 683068-PDF-ENG<br>Industry: Health Care | 13 |
| 26 | Service Blueprint | Discuss Designing a Service Blueprint and identifying Failure points | Please refer to the article mentioned in the adjacent column. | **Note on Service Mapping**<br>**Product Code:** 693065-PDF-ENG<br>Designing a service blueprint with Mural -online tool | 8 |
| 27-28 | Pricing in Services | Describe Various approaches to pricing services and their link with customer value creation | Please refer to the case mentioned in the adjacent column. | **Virgin Mobile: Pricing for the very first time**<br>Product Code: 504028-PDF-ENG;<br>Industry: Telecom | 15 |
| 29 | Integrated Marketing Communication in Services | 1. Discuss the Use of integrated marketing communication in services with particular emphasis on co-branding<br>2. Describe 5 Ws of Service Communications<br>3. Discuss Service Communication Challenges | Video Available on YouTube<br>Title: Integrated Marketing Communication Campaign By cec | **Class Exercise Swayam Video: By Dr. Ravishanker** | 14 |
| 30 | Business Ethics in Services | 1. Discuss the need to act as a responsible corporation.<br>4. Explain the importance of Business Ethics. | Please refer to the case mentioned in the adjacent column. | **Uber: Rising Valuations Amidst Ethical Woes**<br>**Case Code:** BECG-137 (ICMR)<br>Publication Year: 2015 | |
| **31** | ***Project*** | | **Project Submission** | | |
| **32** | Services Management in a Multicultural Context | 1. Explain Role Corporate and National Culture in success of a service firm.<br>Describe Cultural Renovation when entering new markets. | Please refer to the case mentioned in the adjacent column. | **Case: Four Seasons Goes to Paris**<br>Product Code: 803069-PDF-ENG<br>Industry: Hospitality | |
| **33** | Revision | | Clarifying student doubts. | | |

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following schedules have been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Session 31 | Session 33 | **10** |
| Assessment-1 | 2 | Session 11 | Session 13 | **20** |
| Assessment-2 | 3 | Session 21 | Session 23 | **20** |
| Group Project | 4 | Session 30 | Session 33 | **10** |
| End exam | At the end of the semester | | | **40** |
| | Total | | | **100** |

**Brief profile of the Faculty Member**

Dr Anuja Agarwal is a marketing faculty working as Assistant Professor in Department of Marketing & Strategy at IBS Hyderabad. Before joining IBS Hyderabad again, she has worked at IFIM Business School (AACSB Accredited), Bengaluru. She holds PhD degree in the area of Partner Relationship Management with specialization in Marketing from the first IIIT of India, ABV-IIITM, Gwalior in the year 2015. Before enrolling for PhD, she has teaching experience at Sharda Group of Institutions (SGI Group) located on Agra-Mathura Highway. Her research interest includes Relationship Marketing, Social Issues in Marketing, Distribution Channels etc. Her research work has been published in international refereed journals of repute. Her teaching interest includes Marketing Management, Services Marketing, Customer Relationship Management, Integrated Marketing Communication etc. She has coordinated many a training programmes, workshops, FDPs for faculty members and MDPs for industry people in the emerging areas of marketing.

## IT and Operations Area Electives

Executive MBA Term5 2019-2021 Batch. 1
Course Title: Business Analysis
Faculty Instructor: Prof. Ved Prakash Gulati (8639616158) Email : vpgulati@ibsindia.org

### Course Description:

How can a student make a significant difference in an organization? One way is to be part of a project that improves the company's performance or launches it in a new direction. The business analyst (BA) plays a key role in the development and execution of company projects. Maybe it's a new product launch or a change to a more efficient software package. The BA is responsible for gathering input, analyzing the needs of the project, documenting the criteria to be met, sharing information among project team members and presenting findings to company executives.
This course will provide a solid foundation for a career in business analysis. The course explores the strategy, phases, components and process a BA uses to develop a project. From conducting an enterprise analysis to assessing the solution's implementation, the students will learn the basics of how to manage the process and determine the appropriate parties to be involved.
The course looks at project requirements (the needs that must be fulfilled to complete the initiative), how to develop a communications plan, distributing work responsibilities, creating a business model and more. The course finishes with a discussion about tasks that the BA encounters when the solution is put into place.

### Course Objectives:

At the end of the Course, the participants are expected to:

- Define, relate, and describe the importance of Business Analysis
- Identify, list, and interpret the client requirements to execute any project
- Distinguish, compare, and contrast different Business Analysis techniques for multiple business problem situations.

### Learning Outcomes:

11. Identify and discuss the significance of Business Analysis and various Business Analysis Techniques.
12. Classify, describe, and experiment with the different knowledge areas and techniques used in Business Analysis
13. Evaluate and analyze the challenges in current trends of managing business processes for Information Systems and Software development.
14. Use business analyses techniques to generate, contrast, and choose optimal alternative solution for a business problem.

### Recommended Text Book:

- **The Business Analyst's Handbook,** *by Howard Podeswa,* PHI Course Technology, Cengage Learning, New Delhi, 2009.

### Suggested reference books:

- **A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) Version 2.0,** *by Kevin Brennan,* International Institute of Business Analysis, 2009.

- **Business Analysis Techniques: 72 Essential Tools for success,** *by James Cadle, Debra Paul, Turner,* BISL publication, UK.

**Course Outline**

| Session No. | Topic | Learning Outcomes | Case /Reading article/ Lecture / Activity | Chapters |
|---|---|---|---|---|
| 1 - 2 | Introduction to the course, Business Analyst - Who, What, Why? Skills of Business Analyst. Careers in BA. Business Analysis Framework. | Understanding the value and contribution of the Business Analyst.<br><br>Understanding in brief about Key Areas, and stack holders involved in Business Analysis process. | Introductory lecture | 1 of Text Book (TB) 1of Ref. Book 1 (RB) |
| 3 - 4 | What is Requirement? Business Requirements Vs System Requirements. Types of Requirements, Characteristics of Requirements. How to Represent Requirements. Rules to write Good Requirements | Understanding about the requirements and its types. | **Rack and Pinion Software Solutions System Development**-ICMR | 1of RB 1 |
| 5-6 | Business Analysis Planning – Planning BA, Conduct Stakeholder Analysis, Plan BA Activities, communications, requirements management, BA performance | Understanding the tasks associated with the planning and monitoring of business analysis activities | | 2 of RB 1 |
| 7-9 | Strategy analysis - External Business Environment, Internal Capability, Organizational Modeling, Business Process Analysis, Managing the change | Understanding the tools and techniques used for business strategy Analysis | **F-Secure Corporation: Software as a Service (SaaS) in the Security Solutions** - HBS-809099-PDF-ENG | 1 of RB 4 |
| 10-11 | Planning for the meeting, Review Meeting, Meeting Objective: (Identify opportunity & Challenges, Identify stakeholders & Interest, identify impact on Business services & processes, Analyze risk, Requirement management set up & Planning, Defining | Understanding how to plan for meeting, how to conduct review meeting, preparing according to the objective of the meeting | **The Apple way of conducting Meetings** - ICMR | 2 of TB |

| | | | | |
|---|---|---|---|---|
| | workflow for end-end Business processes, Describes users, identify user tasks). | | | |
| 12-13 | Brainstorming, Business Rules Analysis, Data Dictionary and Glossary, Data Flow Diagrams, Data Modeling | Understanding some of the BA Techniques and where to use it.<br><br>Understanding about DFD, Data modeling and some data base concepts | Class Exercises | 4 – 6 of TB<br>9 of RB 1 |
| 14-15 | Business need, gap analysis, set up business case, develop solution(s), Analysis of proposed solution, identify transition requirements, assess transition gaps, evaluate solution performance | Understanding about Enterprise Analysis.<br><br>Understanding how to evaluate the proposed solution, assessing vendors, implementing and follow up solution. | | 5 & 7 of RB 1 |
| 16 | Requirement– solution scope, requirements traceability, reusable components, requirements articulation and approval, requirements prioritization, verification and validation | Understanding the solution scope and about the requirements, mapping the requirements with the solution scope | | 4 & 6 of RB 1 |
| 17 | Decision Analysis, Document Analysis, Estimation, Focus Groups, Functional Decomposition, Interface Analysis, Interviews, Lessons Learned Process, Metrics and Key Performance Indicators, Observation, Organization Modeling, Problem Tracking, Process Modeling, Prototyping, Requirements Workshops, Root Cause Analysis. | Understanding different BA Techniques and when, where and how to use it | | 9 of RB1 |

| | | | | |
|---|---|---|---|---|
| 18 | Scenarios and Use Cases, Scope Modeling, Structured Walkthrough, Survey/Questionnaire, SWOT Analysis, Vendor Assessment. Risk analysis, | Understanding different BA Techniques and when, where and how to use it. | | 9 of RB1 |
| 19 | Business Process Reengineering and its relation with Business Analysis | Understanding the relation between BPR and Business Analysis | **Cigna Corporation Inc. – Managing and Institutionalizing Business Reengineering – HBS- 9-195-097** | |
| 20 | Business Analysis issues in ERP implementation | Understanding the challenges faced of business analyst in BPI and how to deal with those challenges. | **Cisco Systems Inc.- HBS– 9-699-022** | |

**Expectations from Students**

rr. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

ss. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

tt. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

**Evaluation**
**Class Participation -- 20**
**Assignments --- 20**
**Final Examination -- 60**
**Total -- 100**

**Prof Gulati - more than 35 years' experience as a) Faculty -- IIMC , IRMA, NIBM b) Director IDRBT and Vice President TCS and consultant Tata Trusts**
**MSc Mathematics from IITD, one year Post Graduate Diploma in CS from IITD and PhD from IITK.**
**There are 5 books, 90 research papers in journals, 35 general research papers and over 35 technical and consulting reports to his credit. He was a member of several nationally important committees and boards, and has chaired many conferences and seminars. For his contributions, Dr.Gulati has been awarded with the Fellowship of Computer Society of India. Currently He is as independent Director on the board of number of Companies and NGOs.**

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| Dr P Sashikala | | | | | | |
|---|---|---|---|---|---|---|
| **Course Code:** | | | | | | |
| **Section: MBA-Ex** | | **Course Objectives:** This course gives an introduction to the field of business analytics, which extensively use data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to take decisions and actions. It includes meaning and use of various business modeling techniques like Predictive, Clustering and Association techniques. Text and web mining methods are also discussed along with the application of data mining techniques to business decision making situations. In addition to working with software, students actively participate in the delivery of this course through case and project presentations. | | **Learning Outcome of the Course:**<br>• business problems and to support managerial decision making.<br>• Become familiar with the processes needed to develop, report, and analyze business data.<br>• Learn how to use and apply selected business analytics software to solve the business problem. | | |
| **Sessions** | **Topics** | **Sub Topics** | **Teaching Objectives** | **Learning Outcomes** | **Methodology (case, problems, lecture)** | **Chapter Reading** |
| 1-2 | Introduction to data mining | What is data mining ?, Difference between data mining and statistics, | To introduce data mining and the difference between statistics and data mining, | To bridge the gap between traditional statistics, and data mining | Lecture | Chapter 1 |
| 3-5 | **Data Mining Process** | Data Mining Process, Methodology, SEMMA, Data mining functionalities like Association Analysis, Classification and Prediction, | To give an idea of how to translate business problems into data mining problems | To bring the different styles of data mining to one place. | Discussion/Lecture | Chapter 2&3 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | Cluster Analysis, Outlier Analysis | | | | |
| 6-7 | Business Analytics | What is Business Analytics field? Business Analytics, Business Intelligence and Data mining; | To discuss the origin of business analytics, cycle, text mining evolution of big data, insight into the tools and techniques of Business analytics | Develops the skills needed to extract intelligence and value out of the data. | D iscussion/ Lecture | |
| 8-9 | **Description and Prediction** | Directed Data mining models, Profiling and Predictive modeling | To understand the, models methodology for directed data mining. | The learning outcome of this chapter is translate the business problem into a data mining problem, create a model | Discussion/ lecture | Chapter 5 |
| 10-16 | Data mining classical Statistical techniques | Linear Regression, Multiple Regression, Logistic Regression | To understand the most widely used Predictive modeling techniques. | This enhances quantitative ability in developing a regression model which leads to forecasting and decision making | Discussion / lecture/hands on experience with SPSS/R | Chapter 6, 10 |
| 17-18 | Factor Analysis | Exploratory Factor Analysis | To understand the dimension reduction | This helps in understanding how to reduce the variables into factors | Discussion / lecture/hands on experience with SPSS/R | Chapter 4 |
| 19-21 | Market Basket Analysis and Association | Defining and building Association, | To understand the consumer behavior by | Helps in analyzing item – level detail and | Discus sion/ lecture/ | Chapter 13 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Rules | rules | these association rules and Market Basket Analysis | helps in understanding the relationships between items that are in the basket of goods of a consumer. | hands on experience with SPSS/ R | |
| 22-25 | Decision Trees | Classification.<br><br>Classification by Decision Tree Induction | To understand<br><br>Classification, Prediction. Classification by Decision Tree Induction. | Helps in applying decision trees for a business problem in decision making | Discussion / lecture/hands on experience with SPSS/R | Chapter 9 |
| 26-29 | Cluster Analysis | Introduction to Cluster Analysis Difference between Cluster Analysis and Classification<br><br>Need for Clustering Data. Cluster Analysis MethodsK-means Clustering, Hierarchical Clustering | To understand the clustering concepts and types of clustering | To convert the structure of complex data into simple form. and the applications of cluster analysis | Discussion / lecture/hands on experience with SPSS/R | Chapter 14 |
| 30-31 | **Artificial Neural Networks** | Neuron, concepts training neural networks | To understand the concepts and applications of Neural networks | The learning outcome of the topic is to develop model that helps in decision making | Discussion/ lecture/hands on experience with SPSS/R | Chapter 11 |
| 32-33 | Project Presentations | | | | | |

| | |
|---|---|
| Prescribed Text Book: | GAlit Schmueli, Nitin R Patel, Peter C Bruce "Data Mining for Business Intelligence-Concepts, Techniques and Applications in Microsoft Office Excel with XL Miner" Wiley India, 2011 |

| | |
|---|---|
| Reference Readings: | 1) Data Mining Techniques For Marketing, Sales and Customer Relationship Management, Gordon S. Linoff and Micheal J A Berry, Wiley Third Edition<br>2) E. Turban, R. Sharda, J. Aronson, and D. King,"Business Intelligence: A Managerial Approach", Pearson Prentice Hall, 2008. (Chapters 1-6).<br>3) E. Turban, J. E. Aronson, T. Liang and R. Sharda, "Decision Support and Business Intelligence Systems", Pearson Prentice Hall, 2010, 8th Edition (Chapter 6). |

- Business Modelling and Simulation

**IBS Hyderabad – Ex MBACourse Handout**

Course Credits: : Project Management Semester: Total

Faculty Name : Dr. Samyadip Chakraborty Room No: E-202
Mobile No: 7989882346 Email: samyadip@ibsindia.org

**Learning Goals: Conceptual and Critical thinking**

**Course Objective :**In this comprehensive course, you will learn the fundamentals of project management: how to initiate, plan, and execute a project that meets objectives and satisfies stakeholders. This course helps students to explore relevant frameworks, methodologies, techniques and tools that can help in planning, organizing, motivating and controlling processes, material and human resources. Project Management is therefore an art. It is also a science as it provides a systematic approach that enables and supports the art.

Project Management is an essential part of managerial art. To that extent what counts for success in managing projects is a combination of experience and improvisation. Most projects are complex and frequently the resources required for completion within the required time and scope is in flux. The use of frameworks assist the project manager/(s) and his/her team to provide a structure and a system that will bring order to plan, implement and track projects. You will discover the approaches and techniques that make project managers successful, covering topics such as:

- Analyzing stakeholders
- Defining expectations
- Defining project deliverables
- Analyzing scope
- Developing schedules
- Mitigating risk
- Contingency planning
- Establishing and applying effective change controls
- Performance reporting
- Communicating status to project stakeholders

**Course Learning Outcomes:** At the end of the course a student is expected acquire conceptual understanding necessary to manage projects.

1. **Text Book:** Project management: The managerial process; 6th Ed, Clifford Gray , Eric Larson, Guatam desai McGraw Hill.
2. **Ref Book:** Project Management for Engineering, Business, and Technology: Principles & Practice, John M. Nicholas & Herman Steyn, 4th Edition, Routledge.
3. ICMR cases: ICFAI Publications

**Course Outline: Session Plan**

**PROJECT MANAGEMENT COURSE (SL OM 607) III SEMESTER, June- October 2017**

| Session No. | Topic | Session objectives | Expected Learning Outcomes | Chapter Reading | Case | Digital or software tools used | Video resource |
|---|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1-3 | Introduction to Project Management, Project Life Cycle Concept The Project Management System, Methodologies & Systems Development Cycle | To Introduce project management Concepts | • What is a Project<br>• Need for Project Management<br>• Scope/Schedule/Resources Troika (Requirements/Time/Cost)<br>• Concept of Project Life Cycle | Chap 1, Chap 2; Chap 4; chap 5; | UIDAI's AADHAAR Project : challenges Ahead (IBS Case PROM013) | MS Power point / MS Project | https://youtu.be/RjOA7AxOVj8; https://youtu.be/eau-u5OAcB0 |
| | | | | | Teradyne Corporation: The Jaguar Project (HBS Case ) | | https://youtu.be/_mR80W6fyLk; https://youtu.be/F-2Kfzv2lqM |
| 4-5 | Systems Life Cycle, Systems Development Cycle, Project Conception, Project Definition | To Understand Project management Concepts and feasibility analysis and chartering | • The Systems Approach, Relevance of the Systems Approach to Project Management, Conception and Definition Phases<br>• Project Charter<br>• Request for Proposal<br>• Project Feasibility Study<br>• Needs Definition<br>• User Requirements , Functional Requirements and System Requirements<br>• Project Initiation<br>• Types of Contracts<br>• Proposal Evaluation<br>• Project Master Plan<br>• Concurrent Engineering and Iterative Design-Testing | PMBOK (will be provided), chap 2 | The Milau Viaduct Project: Creating an Engineering Marvel (ICMR Case ) | MS Power point / MS Project | |
| | | | | | Grosvenor Park (HBS Case) | | |
| 6 | Project Planning | To understand Network complexity | The Project Plan,Scope, SOW (Statement of Work), Work Definition, Project Organisation and Responsibilities, Planning and Scheduling Charts, Procurement Management<br>• WBS (Work Breakdown Structure)<br>• Gantt Charts<br>• Activity Charts | Chap 4; | Delhi Metro Rail Project (ICMR CASE) | MS Power point / MS Project | |

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|---|---|---|---|---|---|---|---|
| 7-8 | | Understanding Network Relationships and critical path forecasting | Network diagrams<br>• CPM<br>• PERT | Chapter 6; | Bamboo House India: reducing Uncertainty in project Completion Using PERT (IBS Case OPM0029) | | https://youtu.be/mJi6TdLjaq0<br>https://youtu.be/7qILH_mB4Bg |
| 9 | TEST | | | | | | |
| Session No. | Topic | | Expected Learning Outcomes | | Case | MS Powerpoint / MS Project | |
| 10-11 | Project Time-Cost Relationships | Understanding how to reduce project completion time | Project Crashing | Chap 9 | Reynolds Construction Company (HBS Case ) | | https://youtu.be/5Qkf_S8ULiY; https://youtu.be/G1vcWUPiZA8 https://youtu.be/6YbQ2Jh-b3U |
| 12 | Project Scheduling | Understanding Project Scheduling and implications | • Resource Allocation<br>• Workload<br>• Resource Loading<br>• Resource Leveling<br>• Splitting Activities, Multi-tasking, Laddering | Chap 8 | Scheduling a Time Constrained Project by Smoothing Resources Demand (ICMR Case) | | https://youtu.be/O4ym5T9qFkM |
| 13 | Cost Estimating & Budgeting, Life Cycle Costs | Managing project Cost | Project Cost System, Cost Estimates, Estimation techniques, Concept of Life Cycle Costs, Project Cost Accounting Systems, Cost Analysis against Schedules and Resources | Chap 8 | | | https://youtu.be/UTTzP2F_Oxo; https://youtu.be/ayQT8OjowTo |
| 14-15 | Managing Risks in Projects, Project Appraisal Methods | Understanding Risk and its identification and mitigation | Risk Identification, Risk Assessment ,Risk Response Planning, Risk Tracking and Response<br>• Risk Likelihood CLF<br>• Risk Impact CIF<br>• Risk Consequence RT, RC, Calculating Expected Value BTE, BCE<br>• Uncertainty and Payoff Tables<br>• Risk Priority | Chap 7 | BAE Automated Systems (A) Denver International Airport Baggage Handling System (HBS Case)<br>GMR's Terminal 3 for Delhi Airport (ICMR Case ) | MS Powerpoint / MS Project | https://youtu.be/Q24k2IfuZNw;<br>https://youtu.be/5k11iYve73k |
| 16 | Project Quality & Safety Management | Understanding Concept of Quality and creeps | Concept of Quality, Processes for Project Quality Management, Techniques for Project Quality Management | Chapter 7, 13 | The Burj Dubai Project<br>Ceiling Panel Collapse in the Big Dig | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | Project(text book) | | |
| 17 | TEST 2 | | | | | | |
| 18 | Project Execution, Monitoring & Control | Understanding Monitoring and control and techniques involved | Execution Phase, Planning for Implementation, Internal and External Project Control, Scope Quality Schedule and Cost Control, Cost Accounting Systems for Project Control, Work Packages and Control Accounts | PMBOK and Ref Book Concept Earned Value Analysis<br><br>Chap 13 | Turner Construction Company (HBS Case) | MS Power point /<br><br>MS Project | |
| | | | Performance Analysis<br>Earned Value Analysis (PV, EV, AC, SPI, CPI)<br>Forecasting 'Cost to Complete'( ETC) and 'Cost at Completion' (EAC)<br>Effect of Uncertainty on Forecast EAC and Completion Date<br>Controlling Changes | | | | |
| 19 | Project Organization Structure & Integration | Understanding Organization structure, culture and control | Formal Organization Structure, Requirements of Project Organizations, Integration of subunits in Projects, Liaison Roles, Task Forces and Teams, Project Expeditors and Coordinators.<br>• Traditional vs Project Organizations<br>• Selecting an Organization form for a Project<br>• The Matrix Organization<br>• Project Office and PMO<br>• Integration in Large Scale Projects<br>• Impact on Life Cycle Costs | Chap 3 | The Atek PC Project Management Office (HBS Case)<br><br>Merger Integration of Bank of America – The Trust Web Project (HBS Case) | MS Power point /<br><br>MS Project | https://youtu.be/eau-u5OAcBo; https://youtu.be/ZU5GNISl2sc |
| 20 | Managing Participation, Teamwork & Conflict | Understanding conflicts | Conflict management and Team cohesion and orchestration | Chap 11, 12 | Salt Lake Organizing Committee: 2002 Olympic (HBS Case ) | | https://youtu.be/7EwsbRwMmH4 |

**Expectations from Students**

uu. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

vv. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

ww. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

xx. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

yy. Wherever applicable, group assignments require each student to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.

zz. Formal dressing is suggested for all students. Do not roam in the academic area/ attend classes in chappals / shorts / informal t shirts

aaa. Students are expected to show high regard and appreciation for in class discipline and desist from using mobile phones. This disturbs the class ambience and unnecessarily diverts attention of other students as well as the faculty member.

bbb. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

ccc. Attendance is compulsory in all sessions. However refer to guidelines in your academic handbook for exceptions.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following schedules have been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Weightage |
|---|---|---|---|
| Class Participation | 1 | End of session | **10** |
| Test | 2 | | **10** |
| Test | 3 | | **10** |
| Assignment | 4 | | **10** |
| End exam | At the end of the semester | | **60** |
| | Total | | **100** |

IBS Hyderabad
Batch of 2016-18

Course Handout

**Course Name: Supply Chain Management**
**Term 6**

**Faculty Name: Dr. AnushaSreeram**

**Room No:**
**Wing :**

**Mobile No:** **Email: anushasreeram@ibsindia.org**

**Learning Outcomes:**

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

- Understand the significance of Logistics and supply chain management.
- Understand, appraise and integrate the supply chain
- Understand how logistics play an important role in redefining value chain excellence of firm.
- Develop Analytical & Critical understanding,& skills for planning, designing and operation of the supply chain
- Understand firm can achieve competitive advantage through supply chain & Logistics excellence

**Recommended Text Book**:

- Supply Chain Management, Sunil Chopra and Peter Meindl,6th Edition, Pearson Education, Delhi

**Reference books**:

- **Designing and Managing the supply Chain, Simchi Levi, David Simchi Levi, Philip, 3rd Edition, McGraw Hill International edition.
- Exploring the Supply Chain theory and Practice, Upendra Kachru, 1st Editon, Excel Books New Delhi.

| Topics | Content | Learning Objectives | Chapters |
|---|---|---|---|

| | | | |
|---|---|---|---|
| **Introduction to Supply Chain Management** | What is supply chain ? Objective of supply chain, decision phases in supply chain, Examplesof supply chains | • What supply chain is all about<br>• Development of supply chain | Chapter 1 |
| **Supply Chain Performance Measurement and metrics** | Competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, expanding strategic scope, challanges to Achieving and maintaining Fit in emerging retail markets: the Indian scenario. Financial measures of performance, drivers of supply chain performance, framework for structuring drivers:facilities, Inventory, Transportation, Information, sourcing, pricing | •Understanding how to measure the supply chain performance. | Chapter 2 & 3 |
| **Designing distribution network and application to online sales** | Role of distribution in the Supply chain, Factors influencing distribution network, design options for distribution network, Direct shipment distribution strategies, intermediate inventory storage point strategy, traditional warehousing, cross docking, inventory pooling, trans shipment, selecting an appropriate startegy | • Understanding various distribution strategies and its bearing on customer satisfaction in terms of cost and timely reach of the product to the customer | Chapter 4 and<br>***Simchi Levi*<br>chapter 7 |
| | <u>Test I</u> | | |
| **Network Design in the supply chain** | The role of network design in the supply chain, Factors influencing network design | • Understanding the role of Network design in Supply Chain,<br>• Identify factors influencing network | Chapter 5 |

| | | | |
|---|---|---|---|
| | decisions, framework for network design decisions, Models for facility location and Capacity allocation. | design decision<br>• Develop a framework for making network design decisions<br>• Optimizing location and capacity allocation decision. | |
| **Designing global supply chain networks** | The impact of globalization on supply chain networks, the offshoring decision:total cost, risk management in global supply chains, discounted cash flows, evaluating network design decisions using decision trees, to onshore or offshore: Evaluation of Global Supply Chain Design Decisions under Uncertainty, Making global design decisions under uncertainty in practice | •Understanding what is Global logistics and the complexities involved in it and the Risks associated with it. | Chapter 6 |
| **Sales and Operations Planning** | Responing to Predictable Variability in the supply chain, managing supply, managing demand, Implementing sales and operations planning in practice, tackling predictable variability in Practice | •Understanding the importance of sales and operations planning in a supply chain and managing supply and demand. | Chapter 9 |
| **Co ordination in a Supply Chain** | Lack of supply chain coordination and the bullwhip effect, the effect of performance of lack of coordination, obstacle of coordination in a supply chain, Managing levers to achieve coordination, continuous planning, forecasting and replenishment (CPFR), achieving coordination in practice | • Understanding the importance of coordination in supply chain and their partners. Supply chain alliance as a strategic perspective | Chapter 10 |

| | Test II | | |
|---|---|---|---|
| **Managing Uncertainty in a Supply Chain: Safety Inventory** | The role of inventory in a supply chain, determining the approriate level of safety inventory, impact of supply uncertainty on safety inventory, impact of aggregation on safety inventory, Managing safety inventory in a multiechelon supply chain | • The basics of demand and supply and their relevance in inventory decision making<br>• To learn about review policy in inventory management | Chapter 12 |
| **Determining the Optimal Level of Product Availability** | The importance of the level of product availability, Fcators affecting optimla level of product availability, Setting optimal levels of product availability in practice | • Understanding the importance of product availability in supply chain.<br>• Understandin the levers to improve supply chain profitability | Chapter 13 |
| **Sourcing Decision in a Supply Chain** | The role of sourcing in a supply chain, In-House or Outsource, Third and fourth party Logistics providers, Using total cost to score and assess suppliers, Supplier selection-Auctions and Negotiations, contracts, risk sharing and supply chain performance, design collaboration, The procurement process, Risk management in Sourcing and Making sourcing decisions in Practice | •Understanding the importance of outsourcing to the advantage of supply chain | Chapter 15 |
| **Pricing and Revenue Management in a supply chain** | The role of pricing and revenue management in a supply chain, pricing and revenue management for multiple | •Understanding the use of latest technologies in SC to reduce costs and increase Operational efficiencies inorder to | Chapter 16 |

| | | | |
|---|---|---|---|
| | customer segments, pricing and revenue management of perishable assets, pricing and revenue management for seasonal demand | increase customer satisfaction | |
| **Information Technology in a Supply Chain** | The role of IT in a supply chain, The supply chain IT framework, customer relationship management, internal supply chain management, Supplier relationship management, The transaction Management Foundation, Risk Management in IT, Supply Chain IT in Practice | • Understanding the importance of information and IT in SCM<br>• Know how each SC Driver uses information<br>• Understand the major applications of SC information technology and the processes that enable. | Chapter 17 |
| | **Test III** | | |
| Supply Chain Integration | Push ,pull and push-pull system, identifying the appropriate supply chain strategies, implementing a push-pull strategy, impact of lead time demand driven strategies, impact of internet on SCM. | • Understanding the effect of integration in SC and its strategic perspective. | **Simchi Levi<br>chapter 6 |
| **Local issues in Supply Chain Management** | Supply chain issues during natural disaster and other calamities, supply chain issues in SMEs, organized retail in India and reverse logistics | •Understanding the SC issues in Indian context | **Simchi Levi<br>Chapter 16 |
| **Sustainability and the Supply Chain** | The roel of sustainability in a supply chain, Key metrics for Sustainability, closed loop supply chain | • Understanding the importance of sustainability in supply chain.<br>Undertsanding the key m,etrics for sustainability. | Chapter 18 |

**Brief profile of the Faculty Member**

Dr. AnushaSreeram, MBA, Ph. D. (Supply chain management)
Asst. Professor, IBS-Hyderabad.

She is a Microsoft certified Dynamics Axapta (Ax) functional consultant and a Doctorate with above 12 years of work experience in both industry and academia. She did end to end implementation of Dynamics Ax ver 4.0 (Trade & Logistics) projects. She worked on e-SCM adoption of Small and medium enterprises (Vs) Large enterprises in her PhD work. Her research areas of interest is in Supply chain Management, ERP implementation and e-SCM adoption. She teaches Business Statistics, Operations management, Supply chain Management, Business Analytics and Business Process Integration. She presented her research work in both national and international conferences in the area of operations & IT. She has published research papers and case studies in both national and international refereed journals.

# QUALITY AND INNOVATION MANAGEMENT

| | | | | |
|---|---|---|---|---|
| **PROGRAM** | : | EMBA | **COURSE CODE:** | |
| **TERM** | : | 7 | **SESSIONS:** | 20 |
| **CLASS OF** | : | 2020 | **CREDITS:** | 4 |
| **INSTRUCTOR:** | | Samyadip chakraborty | **Cabin:** | E202 |
| **EMAIL:** | | samyadip@ibsindia.org | | |
| **MOBILE:** | | +91 7989882346 | | |

**Course Description:**

This course helps students understand, appreciate and apply concepts and contemporary practices of quality and innnovation management. This course provides students with a broad knowledge and understanding of various concepts of productivity and quality management. The course aims at developing students' knowledge on productivity measurement and control, quality management, statistical quality/process control, various tools of quality control such as control chart, histograms, scatterplot, fishbone diagram etc. six-sigma and benchmarking. It aims at providing students the knowhow of applying quality tools as applicable for production and services.

**Course Objective:**

Objective of the course are

i. To appreciate the Quality Management philosophy and the importance of quality in operations and services.
ii. To understand,appreciate and practice the various quality management tools and techniques used to measure and improve the "as-is" conditions of a manufacturing/service system
iii. To assess the quality and productivity of manufacturing or service systems.
iv. To understand innovation management
v. To introduce sources of innovation
vi. To understand product development process

**Text Book:**

Gryna, Chua &Defeo,**Juran's Quality Planning and Analysis For Enterprise Quality**,5e,TMH

Paul Trott, Innovation management &New product development. Financial Times, Pitman Publishing.

**Reference Books:**

The students may refer following books.


1. Quality Management, KanishkaBedi, 2006, Oxford Higher education
2. Total Quality Management, Besterfield, Michna, Besterfield and Sacre, 2003, 3e. Pearson Publication ( revised third edition)
3. Quality Control, Kulkarni and Bewoor,2009, 1st Ed., Wiley India
4. Quality Planning and Analysis by J.M.Juran and Frank M.Gryna(third edition),Tata Mcgraw-Hill Edition
5. https://mitpress.mit.edu/books/democratizing-innovation


**Evaluation Plan**

| Component No. | Components | Weightage | Tentative Date of submission/Conduct |
|---|---|---|---|
| 1 | Mid term | 10 % | To be decided |
| 2 | Term Assignment 1 (on Quality mgt.) | 15 % | To be decided |
| 3 | Term Assignment 2 (on Innovation mgt) | 15 % | To be decided |
| 4 | End Term Exam | 60 % | To be decided |

| Session | Topics |
|---|---|
| 1 | Defining Quality, Quality in the context of business environment, Quality dimensions for Products and Services (SERVQUAL). |
| 2 | Quality Philosophies by Walter Shewhart, W.Edwards Deming , Joseph M. Juran, Philip B.Crosby |
| 3 | Categories of Quality costs - Internal Failure Cost, External failure Costs, Appraisal Costs and Prevention Costs, |
| 4 | Competitive Benchmarking, ISO 9000,14000 Standards (Student Presentations) |
| 5 | Organizations Perspective of Quality, functional management, Process management, Mission, Vision, Development of goals for quality consideration |
| 6 | Sporadic and Chronic Problems, Inspection. |
| 7 | Statistical Quality Control-attributes and variables, 7QC Tools (Student Presentations) |
| 8 | Statistical Process control |
| 9 | Lean manufacturing system |
| 10 | Poka-Yoke |
| 11 | Six Sigma- Methodology, Phases and Certification |
| 12 | TPM-philosophies, types of maintenance |
| 13 | CMMI- stages |
| 14 | Designing for –functional requirement, reliability, safety, manufacturability (Student Presentations) |
| 15 | Mid term |
| 16 | Concepts of innovation management |
| 17 | Sources of innovation-user, manufacturer, supplier, competitor |
| 18 | Product strategy and New product development and Managing the New Product development team (Student Presentations) |
| 19 | Research and development Management, Technology transfer, strategic alliance and Intellectual property |
| 20 | Wrap-up |

*Program* : *MBA*
*Course Code* :
*Course Title* : **Service Operations Management** *Semester*:
*Faculty Name* : Dr. Shankha Sengupta *Room No*: E-005
*Consultation Hours (Day/time)* :
*Mobile No*: 7331109180 *Email*: ssgupta@ibsindia.org

**Course Description:**

The intent of the service operations management course is to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service Company. Furthermore, the operational decision-making must support the service strategy of the company. Decisions such as location, layout, capacity, inventory, distribution and quality assurance must be in place. We must effectively address the management of technologies and human resources. Borrowing techniques from the manufacturing sector can resolve some issues; others are uniquely service oriented and require special consideration. The course will have a comprehensive and systematic coverage of service operations.

Service firms have unique characteristics that challenge managers. For example, service firms are people-oriented because of the direct interaction with customers. Customers generally participate in the service process, often with direct and uncensored interactions with employees and facilities. The resulting variations in demand present a challenge to the operations manager to effectively use the perishable service capacity. This results because production and consumption occur simultaneously and thus the inability to inventory services. The intent of the course is to provide students with the concepts and tools necessary to effectively manage a service operation.

**Course Objectives**:

At the end of the Course the students are expected to:

- Define and state the underlying processes involved in the creation and delivery of services.
- Identify, define, and discuss the major issues in the service delivery process and the various parameters required to be examined before and during the service design process.
- Design and execute competitive service strategies.
- Classify, implement, and examine the qualitative and quantitative metrics towards describing various service parameters to improve the service delivery process.
- Define and quantitatively identify the efficiency frontier in services using Data envelopment Analysis.

**Learning Outcomes**:

15. Identify the nature of the service and design the underlying strategy.
16. Implement the concepts related to location, layout, logistics, servicescape, and quality parameters towards optimal managerial decision making.
17. Define, classify, implement and quantitatively demonstrate the success of service operations programs.

18. Identify and interprete the usage of yield management to better the utility of service facilities and enhance productivity.

**Recommended Text Book:**

- Service Management: Operations, Strategy, Information Technology. James A. Fitzsimmons & Mona J. Fitzsimmons, McGraw Hill Education (8th Edition)

**Suggested Reference Books:**

- Service Management and Operations. Cengiz Haksever, Barry Render, Roberta S. Russell & Robert G. Mudrick, Pearson education.
- Service Operations Management. Richard Metters & Kathryn King – Matters and Madeleine Pullman, Thomson-South

**Course Outline**

| Session No | Topics | Expected Learning Outcomes | Cases | Chapter Readings |
|---|---|---|---|---|
| 1 | **Role of services in an economy** | Understand stages of economic development<br><br>Nature of service sector<br><br>Role of service manager | Introductory Lecture | 1 |
| 2 | **The nature of services** | Understand service classification<br><br>Identify the service package<br><br>Understand open view of services | **Article: Liljander, V., & Strandvik, T. (1995). The nature of customer relationships in services.** Advances in services marketing and management, Vol. 4, No. 141, pp. 67-102. | 1 |
| 3 | **Service strategy** | Classifying the services for strategic insights<br><br>Understanding the competitive environment of services<br><br>Identification of competitive service strategies | **Article: Sparks, L. (2013). Reciprocal Retail Internationalisation: the Southland Corporation, Ito-Yokado and 7-Eleven convenience stores.** The Internationalization of Retailing, Routledge, pp. 63-102) | 2 |
| 4,5 | **Designing the service enterprise** | Understanding service blueprinting<br><br>Service process designing<br><br>Identification of optimal routes through vehicle routing – CW Algorithm | **Article: Shostack, G. L. (1984). Designing Services That Deliver,** Harvard Business Review, Jan., Vol. 62 No.1, pp. 133-139 | 3 |

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|---|---|---|---|---|
| | | (constrained and unconstrained) | | |
| 6,7 | The supporting facility | Understanding design layout, process flowcharting<br><br>Identification of the parameters of Walk-Through Audit and use as a diagnostic tool | **Lockwood, A., & Pyun, K. (2019). How do customers respond to the hotel servicescape?** International Journal of Hospitality Management, 82, 231-241. | 5 |
| 8 | The service encounter | Understanding the service encounter triad<br><br>Creation of a customer service orientation<br><br>Understanding the service profit chain | **Article: Andersson-Cederholm, E., & Gyimóthy, S. (2010). The service triad: modelling dialectic tensions in service encounters.** The Service Industries Journal, Vol. 30, No. 2, pp. 265-280. | 4,9 |
| 9,10 | Service facility location | Identification of location considerations<br><br>Determining facility location techniques<br><br>Understanding competitive clustering and saturation marketing | **Araldi, A., & Fusco, G. (2019). Retail Fabric Assessment: Describing retail patterns within urban space.** Cities, 85, 51-62. | 8 |
| 11,12 | Service quality | Defining service quality<br><br>Detailing the use of SERVQUAL scale<br><br>Incorporating quality in the service package<br><br>Identification of the costs of quality<br><br>Understanding Deming's 14 point program<br><br>Assessment through Malcolm Balridge Award | **Article: Berry, L. L., Zeithaml, V. A., & Parasuraman, A. (1985). Quality Counts In Services, Too.** Business horizons, 28(3), 44-52.<br><br>**Article: Yildirim, K. E., Yildirim, A., & Ozcan, S. (2019). Integrated Usage of the SERVQUAL and Quality Function Deployment Techniques in the Assessment of Public Service Quality: The Case of Ardahan Municipality.** Business and Economics Research Journal, 10(4), 885-901 | 6,7 |
| 13,14,15 | Managing queues | Understanding the psychology of waiting<br><br>Identifying essential features of the queuing system<br><br>Assessment through M/M/1 and M/G/1 models | **Article: Cope III, R. F., Cope, R. F., & Davis, H. E. (2008). Disneys Virtual Queues: A Strategic Opportunity To Co-Brand Services?** Journal of Business & Economics Research (JBER), Vol. 6, No. 10 | 12 |

| | | | | |
|---|---|---|---|---|
| 16,17,18 | Managing Capacity and Demand | Understanding the strategies for managing demand<br><br>Determining the techniques to partition demand through off-peak methods, complementary service development, reservation system usage<br><br>Identification of the strategies for managing supply<br><br>Understanding yield management and its applications | **Article: Lovelock, C. H. (1984). Strategies for Managing Demand in Capacity-Constrained Service Organisations.** The Service Industries Journal, Vol. 4 No. 3, pp. 12-30. | 11 |
| 19,20 | **Productivity and quality management** | Identifying the stages in service-firm competitiveness<br><br>Understanding the application of Data Envelopment Analysis (DEA)<br><br>Measuring service productivity | **Dabestani, R., Shahin, A., Saljoughian, M., & Shirouyehzad, H. (2016). Importance-performance analysis of service quality dimensions for the customer groups segmented by DEA.** International Journal of Quality & Reliability Management, 33(2), 160-177 | **7 Supplement** |

**Expectations from Students**

ddd. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

eee. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

fff. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

ggg. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

hhh. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Session 20 | Session 20 | **10** |
| Test I | 1 | Session 9 | Session 10 | **20** |
| Test II | 2 | Session 18 | Session 19 | **20** |
| Test III (Projects) | 3 | Session 20 | Session 20 | **10** |
| End exam | At the end of the semester | | | **40** |
| | Total | | | **100** |

HRM Area Electives

- Global Human Resources Management

*Course Title*: **Strategic Human Resource Management**

**Course Objective:**

- To develop the perspective of strategic human resource management
- Distinguish the strategic approach to human resources from the traditional functional approach.
- Understand the relationship of HR strategy with overall corporate strategy.
- Understand the strategic role of specific HR systems and implementation of strategic human resource management

**Recommended Text Book:**

Strategic Management of Human Resources by Jeffrey A.Mello, Cengage Learning

**Suggested Readings:**

Armstrong, M. and Baron, A. Handbook of Strategic HRM. Kogan Page.
Greer, C. Strategic Human Resource Management; A General Managerial Approach. Pearson.
Holbeche, L. Aligning Human Resources and Business Strategy. Butterworth-Heinemann.
Jackson, S.E. and Schuler, R.S. Strategic Human Resource Management. Blackwell.
Agarwala, T. Strategic Human Resource Management, Oxford UP.

**Course Outline**

**Module 1 (4 sessions)**

***The concept of Strategic Human Resource Management***

Strategic HRM – definition, meaning, Strategic HRM and HR strategies; Strategic fit; Limitations to the concept of strategic HRM; Models of Strategic HRM, Investment perspective of human resource management, Understanding and measurement of Human Capital, Social Responsibility and human resource management, Workforce demographic changes and diversity, Ethical behavior.

**Module 2 (4 sessions)**

***Strategy and HRM***

Strategic management; Process of strategic management; Corporate strategies, Business level strategies; Strategic role of human resource management; Strategic HR versus traditional HR; Barriers to strategic HR, Outsourcing and revamping HR

**Module 3 (3 sessions)**

***Context of Strategic HRM***

Employment Law; Human Resource Planning; Mentoring; Design and redesign of work systems; Mergers and acquisitions; HR issues and challenges related to technology

**Module 4 (5 sessions)**

***Implementation of Strategic HRM Part 1***

Strategic staffing; Recruiting; Selection; Training and Development; Integrating training with Performance Management System; Organizational Development; Performance Management and feedback – What to evaluate, measures of evaluation

**Module 5 (4 sessions)**

***Implementation of Strategic HRM Part 2***

Compensation; Equity; Legal issues in compensation; Executive compensation; Labor relations, Collective bargaining; Employee separation. Retention Management; Reduction in workforce, Global HRM, Strategic HR issues in global assignments

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following schedules have been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Session 6 | Session 10 | 10 |
| Class Participation | 2 | Session 12 | Session 15 | 10 |
| Class Participation | 3 | Session 18 | Session 20 | 10 |
| Non Class Participation | 1 | Session 9 | Session 11 | 15 |
| Non class participation | 2 | Session 19 | Session 20 | 15 |
| End exam | At the end of the semester | | | 40 |
| | Total | | | 100 |

*Course Name*: **Competency Mapping and Assessment**

*Course Objective:* This course is designed—

- To understand the fundamentals of competency management.
- To understand the process and techniques of competency mapping and developing competency models.
- To understand concept of the assessment centre, identification and design of competency assessment tools.
- To understand integration of competency profiling to other HR related areas.

*Learning Outcomes:* Students will be able to—

- Understand the theoretical foundation Competency Mapping.
- Develop Competency Models.
- Develop and administer Assessment Centre exercises.
- Integrate competency based HR practices into the organizational processes.

*Recommended Text Book:*

1. "Competence at work: Model for superior performance", Spencer & Spencer, Wiley India Pvt. Ltd.
2. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi ,Sage Publications

*Reference Books:*

1. 360 degree feedback, competency mapping and assessment centres, Radha R Sharma, Tata McGraw-Hill Publication.
2. "Assessment Centres", Nitin Sawardekar, Sage Publication
3. "Competency Based HRM", Ganesh Shermon, Tata McGraw-Hill Publication.

| Session No. | Main Topic | Sub-Topics | Cases/ Readings | Learning Outcomes |
|---|---|---|---|---|
| 1 –4 | Concept of Competency | The Concept, Definition, Roles and characteristics of organizational competencies. | 1. Sandberg, J. (2001). **Understanding competence at work.** Harvard Business Review, 79(3), 24-28.<br>2. **Competency Mapping at 'The Kolkata Glory'** ICMR case- HRM0062 | Ability to differentiate between ability and competence |
| 5 -6 | Competency Mapping— a strategic tool to achieve competitive advantage. | Discussion on how competency mapping process can be used to add competitive advantage to the company. | Class Room Discussion<br>1) **Human Resource Systems & Sustained Competitive Advantage: A Competency-Based Perspective** Augustine A. Lado& Mary C. Wilson, The Academy of Management Review, Vol. 19, No. 4 (Oct., 1994), pp. 699-727<br>**Source: JSTOR** | Able to understand and apply the concepts of competency management to sensitize the organizational stakeholdersabout the benefits of introducing competency based practices. |

| | | | | |
|---|---|---|---|---|
| 7 – 8 | Issues and challenges related to competency mapping and development of competency models. | Discussion on various challenges faced during competency mapping process. | Infosys Role and Career Enhancement: A People Strategy or Fall from Grace?<br><br>ICMR: HROB/142 | Able to recognize and understand the issues and challenges of competency mapping process. |
| 9 -10 | Competency Models—Understanding different types of competency models | Discussion on different types of competency models used in the industry: generic and specific model, Five levels model, the Lancaster Model. | **1) Lincoln Financial Group: Making LFD a reality (B).**<br><br>**Source HBS Case**<br>Product Code: 9-508-029 | Able to understand the contextual and generic aspect of competency models. |
| 11 -12 | Competency Framework and Identification. | Discussion on the process of identification of competencies, role and function wise. | 2) **Lincoln Financial Group (C)**<br><br>**Source HBS Case**<br>**Product Code 9-508-030** | Able to start the competency based studies in the organization. |
| 13 | | **NCP -1** | | |
| 13 -16 | Developing Competency models | Class room discussion derived through article | Clardy, A. (2008). **Human resource development and the resource-based model of core competencies: Methods for diagnosis and assessment.** *Human Resource Development Review*, *7*(4), 387-407.<br><br>Eden, C., & Ackermann, F. (2000). **Mapping distinctive competencies: a systemic approach**. *Journal of the Operational Research Society*, 51(1), 12-20. | Able to apply competency mapping tools and techniques for competency identification and model development. dictionary |
| 17 – 19 | Tools and Techniques used for Competency Mapping Process. | Different tools and techniques such as BEI, In-depth interview, Job analysis, repertory grid, and Critical Incident Technique used to conduct competency mapping will be discussed. | **1) Management by Competencies: Theoretical Aspects & Design and Implementation Practices**<br>IES391-PDF-ENG<br>HBR case<br><br>2) **Developing a Leadership Pipeline at Infosys**<br><br>ICMR case-HROB/148. | Understanding of different tools and techniques of competency mapping. |
| 20 | | **NCP 2** | | |
| 21 – 24 | Competency Mapping and Assessment Centre | Difference between Development and assessment centre, assessment techniques | Team Activities:<br><br>1. Role Play: Competency mapping Exercise<br>2. Competency Assessment Exercise (worksheet), Gap | • Able to understand Able to develop competency assessment tools and techniques.<br>Able to analyze the |

| | | | | |
|---|---|---|---|---|
| | | | Analysis.<br>3. Design and use of Different psychometric tests, analyses.<br>4. Understanding the difference between Assessment centre and development centre by the way of role play. | competency scores and develop the reports. |
| 25 -28 | Competency based HR Systems | Application of competency mapping in different HR processes will be discussed. | 1) Case in Competency: **Training need Assessment** By: A. Thomas & A. Panchal, SCMS Journal of Indian Management, April-June, 2010.<br>**Source: EBSCO**<br><br>**2)** Decision Making in Management Assessment Centre, R.B. Blackham and D. Smith<br>*The Journal of Operation Research Society*, Vol 40, No.11( Niv 1989)<br>Source : JSTOR | Able to plan various HR activities based on competency based approach like recruitment and Selection, performance management, training and development, career planning and Pay |
| 29 -32 | Competency driven careers. | Competency Based performance Management, Performance evaluation and how it influence the career goals. | 1 ) Mary Caroline Tillman at EgonZehnder: Spotting Talent in the 21st Century<br>HBR case Product # 416017-PDF-ENG<br><br>2) **Competency based pay in the Manufacturing & Service Sectors**<br>(1997) Henry Jahja& B. Kleiner, Industrial Management, pp 24-26<br>Source: EBSCO<br><br>3)**From Job-Based to Competency-Based Organizations**<br>Edward E. Lawler III, Journal of Organizational Behavior, Vol. 15, No. 1 (Jan., 1994), pp. 3-15<br>Source: JSTOR | Able to explain the application and importance of competency mapping in the organization and the terms associated with competency. |
| 33 | **NCP 3** | | | |

a. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

b. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

c. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

d. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

e. Wherever applicable, group assignments require each student to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.

f. Formal dressing is suggested for all students. Do not roam in the academic area/ attend classes in chappals / shorts / informal t shirts

g. Students are expected to show high regard and appreciation for in class discipline and desist from using mobile phones. This disturbs the class ambience and unnecessarily diverts attention of other students as well as the faculty member.

h. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

i. Attendance is compulsory in all sessions. However refer to guidelines in your academic handbook for exceptions.

**j. Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following schedules have been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | Session 11 | Session 12 | 10 |
| Class Participation | 2 | Session 22 | Session 23 | 10 |
| Class Participation | 3 | Session 30 | Session 31 | 10 |
| Test | 1 | Session 8 | Session 9 | 10 |
| Test | 2 | Session 16 | Session 17 | 10 |
| Test | 3 | Session 24 | Session 24 | 10 |
| End exam | At the end of the semester | | | 40 |
| | Total | | | 100 |

**k.** Performance till Midterm will be announced by end of session No. 16 in each course which means each student will know his / her performance in one CP and two NCPs. The final result will be declared after the end examinations. Before the student takes the end examination he / she will be aware of the progress in each course up to an extent of 60 marks. Students not taking the evaluation according to the timelines mentioned above will not be given another opportunity excepting in rare circumstances of extreme illness or hospitalization.

- Leadership Skills and Change Management
- Managing Knowledge Workers

*Course Title*: **Organization Development: Diagnosis and Interventions**

**Course Objectives**:

- To understand the importance of Change and the need to respond to the changes in the industry
- To impart the knowledge of Organization Development concepts, tools and techniques that are meant for improving the functioning of individuals, groups and organizations
- To develop the application of applied behavioral science concepts to the function of the organization

**Expected Learning Outcomes**:

Upon completion of this course, students are expected to:

1. Develop behavioral science knowledge can be used to develop organizational strategies, structures, and processes.
2. Cultivate a legal orientation towards management of Human Resources and the HRM Processes
3. Apply employee laws while dealing with the problem related to employee and employers
4. Analyze the gaps between theory and practices to enhance the employee relations

**Recommended Text Book**:

- **Organization Development and Change** by **Thomas Cummings** and **Christopher Worley**Cengage Publications, Dec 2013

**Suggested reference books**:

**Organization Development: Behavioral Science Interventions for Organization Development, by** Wendell L French, Cecil H Bell, --- Pearson publications.

**Schedule of Sessions**

| S# | Topic | Learning Outcomes | Case | |
|---|---|---|---|---|
| 1-2 | Introduction to OD. Definitions, Nature of Change, Types of Change, Causes of Change and Definition of OD | • To Understand the importance Change and respond to Change to thrive in the Business world<br>• To learn the OD Process of change | .**Re-Conceiving the Challenge of Change**: Robert Kegan &Lisa Laskow Lahey, 2009 | 1 |
| 3 | Historical Overview of OD<br>• Laboratory Training,<br>• Survey Research,<br>• Action Research, | • Describe the evolution of OD.<br>• Explain the foundations of organizational development | Compulsory Reading:<br>Chapter 2: Definitions and Historical Overview of organization Development (pp. 12 – 34) | 2 |

| | | | | |
|---|---|---|---|---|
| | • Socio-technical systems | | | |
| 4 | OD Values, Beliefs and Assumptions for individuals, Groups and Organizations | • To Explain the assumptions, beliefs and Values o OD | **Nova Care, Inc, Living the Vision,** Lynn Sharp Paine, Jane Palley Katz, 1995. HBS-394110-PDF-ENG<br><br>Compulsory Reading:<br>Chapter 3: Values, Assumptions and Beliefs in OD (pp. 35 – 42) | 3 |
| 5-6 | Models of Planned Change and General Model of Change | • To Explain the components of Change<br>• To understand the impact of transformation al approach to change<br>• | **IBM Transforming, 2012-2016: Ginni Rometty Steers Watson, by Rosabeth Moss Kanter** and **Jonathan Cohen**<br><br>)<br><br>The Nature of Planned Change by Cummings & Worley | 4 |
| 7-8 | Managing OD Process | • To explain the Process of change applicability of Bonus<br>• To understand how leadership is linked to change activities and why OD efforts fail | Leading Change: Why Transformation Efforts Fail, John P. Kotter. 2007. (HBR Classic) (HBR: R0701J-PDF-ENG)<br>Compulsory Reading:<br>Chapter 5: Managing OD Process (pp. 66 – 87)<br>Chapter 6: Action Research and Organization Development (pp. 88 – 96) | 5 |
| 9-10 | Entering and Contracting<br><br>• OD Consultant – Roles and Competencies<br>• Entering and Contracting , Role of Consultants – Styles, relation with client, entry strategies | • To understand the Key issues involving the Client and the Consultant<br><br>• External consultants and Internal Consultants | Miles Everson at PricewaterhouseCoopers:Robert G. Eccles, David Lane, 2012. (HBS: 410062-PDF-ENG)<br><br>Compulsory Reading:<br>Chapter 13: Issues in Consultant-Client Relationships (pp. 196 – 214) | 6 |
| 10 | **Written Test -1** | | | |

| | | | | |
|---|---|---|---|---|
| 11 - 12 | Organizational Diagnosis<br>• Diagnosing the Organizations, Groups and Individual jobs | • To understand the systems approach to diagnosis | | 7 |
| 13 - 14 | • OD Interventions Overview<br>• Characteristics of Effective Interventions | • To describe the types of Interventions<br>• To understand the effective ways of designing interventions<br>• To understand the effectiveness of these interventions in producing change | Compulsory Reading:<br>**Chapter 7: An Overview of OD Interventions** | 8 |
| 15 - 17 | • Individual Level , Team & Group Interventions | • To describe the individual interventions, diagnostic meeting, team building and formal group interventions | **RL Wolfe: Implementing Self-Directed Teams** : David A. Garvin, Elizabeth Collins, 2009 (HBS: 4063-PDF-ENG)<br><br>**Mod IV Product Development Team**: **Anne Donnellon**, **Joshua D. Margolis**, 1991 (HBS: 491030-PDF-ENG)<br><br>Compulsory Reading:<br>**Chapter 8: Team Interventions (pp. 108 – 132** | 9 |
| 18 - 20 | Inter-Group Interventions | • To understand, intergroup relations interventions, large-group interventions<br>• Grid Interventions | Boundaries Need Not Be Barriers: Leading Collaboration Among Groups in Decentralized Organizations. By Heather M, Caruso, Todd Rogers, Max H. Bazerman, 2009 (HBPC: 3793BC-PDF-ENG)<br><br>Case Study :<br><br>**Self-managed work teams as a** | 10 |

| | | | | |
|---|---|---|---|---|
| | | | **management tool**, By Peter Benazic, Judy Pool and Cathy Williams<br><br>Compulsory Reading:<br>Chapter 9: Intergroup and Third Party Peacemaking Interventions (pp. 133 – 141) | |
| 21 | **WRITTEN TEST –II** | | | |
| 22 - 24 | Human Resource Interventions<br><br>• Performance Management<br>• Reward Systems<br>• Career Planning | • To design three interventions performance appraisal, and reward systems and Career Planning | Hindustan Petroleum Corporation Ltd.: Driving Change Through Internal CommunicationBoris Groysberg, Michael Slind, 2011. (HBS: 411077-PDF-ENG)<br><br>Compulsory Reading:<br>Chapter 10: Comprehensive OD Interventions<br><br>**Corporations, culture, and commitment: Motivations and social control in organizations**. HBSP Product No. CMR 021. | 11 |
| 25 - 26 | Techno-Structural Interventions<br><br>• Restructuring Organizations<br>• Down sizing<br>• Employee Involvement<br>• Work Redesign<br>• Total Quality Management | • To understand how different approaches align with different technical and social conditions<br>• To understand the process of downsizing and reengineering | **Building a Structure to Drive Performance and Responsibility** (A) Jesper Sorensen, Sara Gaviser Leslie, 2010. Siemens: (SGSB: SM181A-PDF-ENG)<br>Compulsory Reading:<br>Chapter 11: Structural Interventions and the Applicability of OD | 12 |
| 27 - 28 | Strategic Interventions<br><br>• Mergers and Acquisitions<br>• Strategic Alliances and Joint Ventures | • To describe two competitive strategy interventions: integrated strategic change and | **Qenos: The Kemcor–Orica Joint venture,** StevenCoulton, Anne Duncan,Jague Lee and Sari Sitalaksmi<br>www.thomsonlearning.com.au/higher/management/<br>waddell/2e/media/CaseN_Qenos.pdf | 13 |

| | | | | |
|---|---|---|---|---|
| | | merger and acquisition integration<br>• To describe strategic alliances | | |
| 29 - 30 | **Organization Transformation** | • The learn the features of transformational changeinterventions: culture change, self-design, and organization learning and knowledge management | | 14 |
| 31 - 32 | Power, Politics Dynamics, Future Directions in OD | | **Power , Office Politics and Career in Crisis,**W. Earl Sasser Jr., Heather Beckham, Thomas Green 2008 (HBS: 2095-PDF-ENG)<br><br>Compulsory Reading:<br>Chapter 14: Power, Politics and Organization Development<br>Compulsory Reading:<br>Chapter 15: The Future and Organization Development | 15 |
| 33 | **Presentations of the Project** | | | |

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | | | **10** |
| Test I | 2 | | | **20** |
| Test II | 3 | | | **20** |
| Project report | 4 | | | **10** |
| End exam | At the end of the semester | | | **40** |
| | Total | | | **100** |

- Quantitative HRM

## Analytics Area Electives

Course Name: **Marketing Analytics**

**Course Description:**

"Marketing Analytics" refers to a broad range of activities, all of which rely on data to improve managerial decisions pertaining to marketing domain. Some of these activities provide ***descriptive summaries*** of the past and the present, others generate ***predictive forecasts*** of how the future will unfold, and still others culminate in ***prescriptive advice*** about how the company should formulate marketing strategies.

This course is designed in response to the need for analytic talent in the marketplace. The overarching purpose of this course is to convey the benefits of a systematic, analytical approach to marketing decision-making, and to build skills, knowledge and confidence in undertaking such analyses.

This course is aimed to prepare future managers who (1) appreciate the importance of competitive advantages leveraged by analytics; (2) understand the existence of the tools, the advantages and limitations of each tool; and (3) can apply these tools to assist marketing decisions.

**Learning Objectives:**

1. Use Microsoft Excel to graphically represent marketing (big) data and make inferences.
2. Understand how to apply analytical models to support marketing decisions such assegmentation, targeting and positioning decisions (STP), product design, decisions in retail, advertising and social media contexts.
3. Comprehending how consumers make purchase decisions through consumer choice and value analyses.
4. Using forecasting models for prediction and understanding their limitations and data requirements.
5. Explain and justify managerial recommendations to non-technical audiences throughwritten reports and presentations.
6. Dash Board using excel
7. Text mining and cutomer review analysis

**Course Prerequisites:**

Working knowledge of Microsoft Excel and SPSS, as this course is based on these softwares.

**Prescribed textbook:**

Marketing Analytics: Data driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publishers, 2014.

**Reference book:**

Principles of Marketing Engineering, Gary L. Lilien, Arvind Rangaswamy, and Arnaud De Bruyn, Trafford Publishers, 2007.

*Additional reading material is mapped concept wise in the syllabus*

**Pedagogical approach:**

Instructors will employ a mix of learning methods, including lectures, class discussions, software tools, cases, and assigned readings.

**Software Requirements:**

Microsoft Excel 2010 or above, & SPSS 17 or above

## DETAILED SESSION PLAN

| Topic No. | **Topic Name,** Description | Textbook Chapters* | Sessions | Additional Reading Material |
|---|---|---|---|---|
| 1 | **Introduction to Marketing Analytics** | | 1 | Thomas H. Davenport and D.J. Patil. "Data Scientist: The sexiest job of the 21st century". In: Harvard Business Review 90.10 (2012), pp. 70–76. |
| 2 | **Marketing Data Visualization and Summarization** (pivot tables & pivot charts) | 1,2 | 2 | Jeffrey Heer, Michael Bostock, and Vadim Ogievetsky. "A tour through the visualization zoo". In: Communications of the ACM 53.6 (2010), pp. 59–67. URL: http: //goo.gl/CSGFI. |
| 3 | **Advanced Excel Formulae** | 3 | 3 | |
| 4 | **Pricing** (estimating demand curves, price bundling, non linear pricing) | 4,5,6 | 4,5 | |
| 5 | **Forecasting** (Exponential smoothing, neural networks) | 11,12,15 | 6,7 | Thomas H. Davenport and Jeanne G. Harris. "What people want (and how to predictit)". In: MIT Sloan Management Review 50.2 (2009), pp. 22–31. |
| 6 | **Understanding customer preferences** (conjoint, logistic regression, discrete choice analysis) | 16,17,18 | 8, 9,10 | Oded Netzer et al. "Beyond conjoint analysis: Advances in preference measurement".In: Marketing Letters 19.3 (2008), pp. 337–354 |
| 7 | **Comprehending customer value** (calculating customer life time value (CLTV), customer acquisition and retention) | 19,20 | 11,12 | "Which Customers Are Worth Keeping and Which Ones Aren't? Managerial Uses ofCLV". In: Knowledge@Wharton. Knowledge@Wharton (2003). URL: http://goo.gl/pbUEx. |
| 8 | **Market segmentation ( 2step cluster analysis, classification trees)** | 24,25 | 13,14 | Spring, P. N. (2001). Treatment classification trees: A method for offer segmentation in direct marketing. Journal Of Targeting, Measurement & Analysis For Marketing, 9(3), 201. |
| 9 | **Retail Analytics (market basket analysis, RFM)** | 29,30 | 15,16 | Aguinis, H., Forcum, L. E., & Joo, H. (2013). Using Market Basket Analysis in Management Research. Journal Of Management, 39(7), 1799-1824 |
| 10 | **DASH BOARD using excel** | | 17, 18 | |

| | | | | |
|---|---|---|---|---|
| 11 | **Sentiment Analysis** | 45 | 19,20 | Robert H Hayes. "Qualitative insights from quantitative methods". In: Harvard Business Review 47.4 (1969), pp. 108–117. URL: http://goo.gl/BUjSG. |

*Note: Mapping to Textbook chapter is for illustrative purpose. The instructor may deviate from the stated method in the textbook and embrace softwares other than MS Excel to derive the output.*

Course Name: **HR ANALYTICS**

**Course Objectives:**

- Defining Analytics research and HR Application–Advantages of measuring HRM. Consequences of not measuring HRM, Common problems/ Obstacles with HR Analytics.
- To know about the standard HR metrics to measure various facets of HR related outputs and about indices and metrics to measure them.
- To learn practical application of concepts learned through software.

**Learning Outcomes:**

- Understanding of HR Analytics
- Application of quantitative methods
- Software Usage

**Reading Material:**

*Text Book:*

Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Cengage Learning Publishers.

***Reference Book:***

1. How to measure Human Resource Management (3rd ed.)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.
2. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.
3. Discovering Statistics with SPSS. Field, A. (2005) Oxford.
4. Applying advanced analytics to HR Management decisions (2014)- James C. Sesil, Pearson
5. Making Human Capital Analytics Work- Measuring the ROI of Human Capital Processes and Outcomes (2015)– Patricia P. Williams and Jack J. Phillips, McGraw-Hill.
6. Marketing Analytics- Wayne L. Winston (Wiley, 2016)

| Sl. No. | TOPIC | DATE | SESSIONS | CASE/ ARTICLE/ NUMERICALS | LEARNING OBJECTIVES |
|---|---|---|---|---|---|
| 1 | Introduction to HR Analytics | | 1 | Introduction to HR Metrics, descriptive, predictive and prescriptive analytics; **Reading Materials**: **Articles:** 1. HR joins the Analytics revolution, HBR (2014) 2. Learning from practice: how HR | Defining Analytics research and HR Application–Advantages of measuring HRM. Consequences of not |

| | | | | | |
|---|---|---|---|---|---|
| | | | | Analytics avoids being a management fad, Rasmussen, T. & Ulrich, D. (2015), *Organizational Dynamics.* | measuring HRM. Common problems/ Obstacles with HR Analytics |
| 2 | Introduction to HR Metrics | | 2-3 | Efficiency measures; Effectiveness measures; competency assessment; Key performance metrics; Business outcome metrics; Compensation metrics, Calculation of Job Evaluation factor, Salary range exception Factor, Employee Cost Factor, Revenue per employee, Compensation revenue percent, Benefit expense percent, Recruitment metrics- Training Benchmarks metrics, Calculation of cost- benefits of training- ROI on Training, Training evaluation models- Kirkpatrick Model; TDRP Standards<br><br>**Reading materials:**<br>**Book:**<br><br>1. How to measure Human Resource Management (3rd ed)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.<br>2. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.<br><br>**Case study:**<br><br>1. Banerjee, P. & Purkayastha, D. (2016). | To know about the standard HR metrics to measure various facets of HR related outputs and about indices and metrics to measure them |

| | | | | | |
|---|---|---|---|---|---|
| | | | | Training Metrics: Calculating Training ROI. ICMR (case code: CLHR/043).<br><br>2. Priyadarshini, C., Banerjee, P. & Purkayastha, D. (2016). Recruitment Metrics: Calculating Hiring Costs. ICMR (case code: CLHR/042)<br><br>**Other resources:**<br>TDRP reports | |
| 3 | Descriptive analytics-HR Dashboard and calculating HR Metrics | | 4-7 | Practical lab sessions with MS Excel- Learning how to use MS Excel to fit HR Data Learning to develop HR Dashboard and HR Performance indices using Pivot tables, Application of advanced Excel syntax; applications of LOOKUP, INDEX etc. Application of slicers and speedometers. Overview of Tableau.<br>**Reading material:**<br>**Book-** Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams<br>**Teaching mode:**<br>**Lab sessions (Laptop is must)** | |
| 4 | Tools and Techniques used for HR Analytics I: | | 8-12 | Basic concepts of correlation and Multiple Regression analysis, Analysis of variance; Application of Excel and SPSS to do correlation/ regression, Basic t-Test and ANOVA using Excel/ SPSS/ R, Non-parametric tests (Chi-square test, Mann Whitney Test)<br><br>**Reading Material:** | Types of quantitative research, data types and preparation for analysis hypotheses formulation, common and uncommon data collection methods, non |

| | | | | | |
|---|---|---|---|---|---|
| | | | | **Book**:<br><br>1. Discovering Statistics with SPSS- Andy Filed (e book).<br>2. Class notes | parametric tests for related and independent samples. Multivariate data analysis |
| 5 | Tools and Techniques used for HR Analytics II | | 13-15 | Logistic regression, Exploratory Factor analysis<br>**Reading Material:**<br>**Book**:<br><br>1. Discovering Statistics with SPSS- Andy Filed (e book).<br>2. Class notes | |
| 7 | Predictive analytics I | | 16-18 | Demand Forecasting, trend analysis using exponential smoothing- SPSS. Nature of data, Measuring data, issues with bad data- missing values, data cleaning, reliability and validity analysis<br>**Reading Material:**<br>**Book**:<br><br>1. Strategic HR Planning – Monica Belcourt - Chapter 6,7 | |
| 10 | Introduction to SPSS and SAS Enterprise Guide and R Commander | | 19-20 | • Introduction to SPSS SAS and R Commander<br>• Learning basic correlation and regression analysis<br>**Reading Material:**<br>**Book:**<br><br>1. Discovering Statistics with SPSS- Andy Filed<br>2. Marketing Analytics- Wayne L. Winston (Wiley, 2016)<br>3. Class notes | |

*Course Title*: **Healthcare Analytics**

**Course Description**

The healthcare industry is one of the largest producers of raw data across countries. The course introduces the techniques of predictive modeling and analytics in a data-rich health care business environment. This course covers the conceptual and technical processes of formulating business objectives, data selection, preparation, and partition to successfully design, build, evaluate and implement predictive models for a variety of health care applications. Predictive modelling tools such as classification and decision trees, neural networks, regression, association analysis, cluster analysis, etc. will be discussed in detail and applied to practical health care problems.

**Course Objectives**:

**At the end of the course the students are expected to:**

- Outline and relate managerial skills and competencies required for retrieval and manipulation of healthcare data, its extraction and reporting while summarizing different predictive analytics outputs from raw healthcare data.
- Design, demonstrate and gain proficiency with analytics software for healthcare data preparation and analysis linked to better operational, financial and clinical decision making
- Explain and summarize the role of social media and usage of natural language processing to gain insights from electronic health records and other open text formats.
- Interpret models linked to convergence of disparate healthcare data and interpret model outcomes and data visualization results.

**Expected Learning Outcomes**:

- Demonstrate a healthcare service context orientation &able to relate the constraints and factors involved in decision-making for healthcare business context.
- Illustrate proficiency and capability of evaluating how "big data" principles– volume, velocity, and variety – can drive modern healthcare analytics usingsoftware .
- Classify appropriate tools of visualization to aid faster understanding and quick decision making to solve vital business problems.
- Identify different techniques/tools used for retrieval and manipulation of health related information extraction and reporting in the process of understanding predictive analytics and their application in healthcare
- Identify strategies and key factors responsible for successof healthcare delivery and patient care businesses.

**Recommended Text Book**:

- Data-Driven Healthcare: How Analytics and BI are Transforming the Industry, 1st Edition, by Laura B. Madsen (Wiles and SAS Business Series: 2014). **ISBN-10:** 1118772210; **ISBN-13:** 978-1118772218

**Suggested reference books**:

- Trevor Strome, Healthcare Analytics for Quality and Performance Improvement, Hoboken: John Wiley & Sons, Inc.,2013
- Greg Harvey,Excel2013 for Dummies; Hoboken: John Wiley & Sons, Inc.,2013
- James R Evans, Business Analytics, Pearson 2015, India.
- Robert E Hoyt, Editor. Health Informatics: Practical Guide for Healthcare and Information Technology Professionals, Fifth Edition. Published by Lulu.com, January 2012.
- Viktor Mayer-Schonberger & Kenneth Cukier,Big Data: A Revolution that Will Transform How We Live, Work, and Think,New York: Houghton Mifflin Harcourt Publishing Company,2013

- Eric Topol,The Creative Destruction of Medicine: How the Digital Revolution Will Create Better Healthcare,NewYork:Basic Books,2012
- Jules J. Berman, Principles of Big Data: preparing, sharing and analyzing complex information; Morgan Kaufmann Publishers, Elsevier, 2014, India.
- Data Mining for Business Intelligence, 2nd Edition, by GalitShmueli, Nitin R. Patel, and Peter C. Bruce (Wiley: 2010). (New copy comes with a valid license to XLMiner.)

ISBN-10: **0470526823;** ISBN-13: **978-0470526828.**

**Course Outline**

| Session No. | Topic | Learning Outcomes | Case /Reading article/ Lecture / Activity | Book Chapters and also material |
|---|---|---|---|---|
| 1-2 | **Introduction to Business Analytics**<br>Introduction & Present Scenario<br>• Application of Analytics and Its Embedding<br>• Implementation of Analytics<br>• Introducing OLTP & OLAP | Understand and appreciate the concept of Analytics<br>Describe the importance of Implementation of analytics<br>Understand the concepts of OLAP and OLTP | Introductory lecture ,James R Evans, Business Analytics | Chapter 1, 2 and Ref materials |
| 3-4 | • Involving analytics as solution for business challenges<br>• Data Profiling & Integrity<br>• Master data management<br>• Application of Analytics in Business Areas | The dimensions of data Integrity and its management in the field of healthcare and patient data | James R Evans, Business Analytics | Ref materials 2,3,5,8 |
| 5-6 | • Data Relevance & Data Representation<br>• Types of Data<br>• Data Characteristics, Issues, Analysis, Storage and Querying | To demonstrate...<br>Data types and nature of data representation<br>Data Query and its usage | Data-Driven Healthcare | 1, 2,3, 4 |
| 7-8 | **Data Warehouse**<br>• Introduction to Data warehousing<br>• Data Warehousing Architecture (single, two, three layer/ Data mart/ Hub and Spoke)<br>• Data Warehouse Implementation Approaches | To demonstrate...<br>Creating data warehouse and learning approaches towards its | Data Mining for Business Intelligence | Ref Material |

| | | | | |
|---|---|---|---|---|
| | • Data Warehouse Development | implementation and optimum outcome | | |
| | | | | |
| 9-11 | **Basics of :**<br>• Relational Data Modelling<br>• Multi-Dimensional Modelling<br>• Extraction, Transformation and Loading (ETL)<br>• Key Performance Indicators: Characteristics, Balanced Score-Card, Dashboards<br>• Predictive Analytics (Aspects, Applications & Limitations)<br>• Data Mining (Techniques and Tools)<br>• Emerging Analytics Concepts (Facial Analytics, Retail Analytics, Healthcare Analytics, Big data Analytics, Social Media analytics)<br>• Hadoop: Framework of Tools in the context of Big Data Analytics | To analyze...<br>Multi-dimensional model conceptualization<br><br>Creating BCS<br><br>Linking concepts of Predictive Analytics | Book chapter cases<br>Resource materials | Reference materials |
| 12-14 | **<u>Healthcare Analytics core</u>**<br>• Introduction to Healthcare Analytics<br>• Volume, Velocity, and Variety: Introduction to Big Data Principles and Their Application to Healthcare<br>• Introduction to Biomedical Text Processing, Information Retrieval, and Predictive Modeling in Health Care<br>• Introduction to Big Data and Social Media as a Big Data Resource for Health Analytics<br>• SQL, Relational data model and RDBMS applications in healthcare<br>• Data Extraction and Manipulation of Unstructured Health Care Data<br>• Excelling with Excel Part I, II & III: Importing, Coding, and Manipulating Data; Writing Formulas and Linking Tables; Pivot Tables, What--If Analyses and Data Displays<br>• | To understand and demonstrate...<br>SQL query to fetch data records<br>Collating<br><br>Analyzing multi-dimensional models<br><br>Customized data manipulation and analysis | Live hospital cases<br>Private datasets | Ref Material and Text Book Chap 6-10 |
| 15 | Test | | | |

| | | | | |
|---|---|---|---|---|
| 16-19 | • Data Exploration and Visualization w.r.t Electronic Health Records (EHRs)<br>• Association and Health Market-based analysis<br>• Healthcare Performance Analytics: efficiency and productivity of hospitals and healthcare systems<br>• Health Surveys and Patient Report Outcome (PRO) Analytics<br>• The Art and Science of Data Visualization: Selecting the Right Graph, Control Chart, or Dashboard to Display Results<br>• Working with Healthcare Data Warehouses<br>• Healthcare Data Mining and Web Analytics<br>• Classification and Predictive Modeling<br>• Predictive Modeling using Regression (SPSS)<br>• Time Series and Smoothing<br>• Predictive Modeling of Disease Trends using Neural Networks<br>• Text Mining, Image Mining in Health Care | Understanding EHR, Data Visualization and Control<br><br>Predictive Analysis , Data Mining and Smoothing | Live Cases and dataset | Ref materials |
| 20 | **Project discussion and presentation** | | | |

**Expectations from Students**

a. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.

b. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.

c. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

d. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component

e. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Class Participation | 1 | | | **10** |
| Test | 2 | Session 15 | Session 16 | **20** |
| Assignment / Project | 3 | | | **10** |
| End exam | 4. | At the end of the semester | | **60** |
| | Total | | | **100** |

- Banking & Financial Analytics
- Insurance Analytics

*Course Name*: **Supply Chain Analytics**

**Course Description**

Recent developments in information and communications have led to the rapid increase of data-driven decision-making. Supply chain analytics has become one of the fastest growing business intelligence application areas and needs extensive use of data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to take decisions and actions.The topics covered in this course include supplier analytics, sales and operations planning, network management, demand-supply matching, inventory management and sourcing. The primary goal of the course is to familiarize the students with tactical and strategic issues surrounding the design and operation of supply chains, to develop supply chain analytical skills for solving real life problems, and to teach students a wide range of methods and tools -in the areas of predictive, descriptive and prescriptive analytics- to efficiently manage demand and supply networks.

**Learning Outcomes (LO)**

1. Define supply chain and its management. Define data and data analytics.
2. Discuss and identify SC network designs and the key goals and performance drivers of the supply chain. Also, define the key supply chain performance metrics.
3. Apply Data mining techniques. Analyze the data and make appropriate sourcing decisions.
4. Analyze sales data and make production and inventory decisions.
5. Use MS Excel solver to solve optimization models pertaining to location and other network related decisions.
6. Discuss waiting line concept and its application in supply chain design.
7. Discuss various statistical tools used in supply chain planning.

**Recommended Text Book**:

Chopra S. and Meindl P. (2012). *Supply Chain Management: Strategy, Planning and Operation*, 5th Edition, Pearson Education, USA.

**Reference books:**

Feigin G. (2011). *Supply Chain Planning and Analytics: The right product to the right place at the right time*, Business Expert Press, New York, USA.

**Course Outline:**

| Sl. No | No. of Sessions | Topic | Key Concepts | Learning Outcome |
|---|---|---|---|---|
| 1. | 1 | Introduction to Supply Chain Management | *What is supply chain? Objective of supply chain, decision phases in supply chain, Examples of supply chains | LO 1 Chapter 1 |
| 1. | 1 | Introduction to Supply Chain Analytics | *Overview of Supply Chain Analytics | LO 1 |

| | | | | |
|---|---|---|---|---|
| 2. | 2 | SC network design and Performance Metrics | *Modeling supply chain as network<br>* Measure of supply chain performance<br>* Key costs and performance metrics<br>* Fundamental issues and trade-offs | LO 2<br>Chapter 2 & 3 and other sources |
| 3. | 1 | Inventory Management | * Deterministic inventory models (single & Multi period)<br>* p model<br>* q model<br>* Price-break model<br>* Inventory systems<br>* Excel examples | LO 3 & LO 4<br>Chapter 12 |
| 4. | 1 | Waiting lines in supply chain | * M/M/1 model<br>* M/M/c model | LO 6 |
| 5. | 2 | Multi-criteria Decision Making (MCDM) in Supply chain management | *AHP and TOPSIS models<br>* Application to Prioritization of drivers<br>* Application to Supplier selection | LO 5 |
| 6 | 2 | Use of statistical tools in supply chain planning | * Simple linear regression<br>* Multiple linear regression<br>* Data reduction techniques<br>* Advanced statistical tools | LO 7 |
| | | **Mid-term Test covering syllabus from sessions 1 to 10 sessions** | | |
| 6. | 4 | Optimization in supply chain | * Linear programming<br>* Integer programming<br>* Warehousing and transportation models<br>* Assignment problem<br>* Use of solver<br>* Sensitivity analysis | LO 5 |
| 7. | 2 | Sales and Operations planning (SOP) | * Aggregate sales planning<br>* Material requirement planning<br>* Data Science approach for SOP<br>* Introduction to demand forecasting<br>* Simple Exponential Smoothing Model<br>* Excel examples | LO 3 &LO 4 |

| | | | | |
|---|---|---|---|---|
| 9. | 2 | Demand Forecasting | * Introduction to demand forecasting<br>* Simple Exponential Smoothing Model | LO 3 & LO 4 |
| 10. | 2 | Use of Data mining techniques | * Association analysis<br>* Classification and Prediction<br>* Cluster analysis<br>* Outlier analysis<br>* Classification<br>* Association and Market Basket analysis | LO 3 |
| | | **End-term Exam** | | |

**Course Description:**

Business decisions are based on the numbers rather than ideas. Any decision on company policy must be backed by future projections or analysis of the Historical data. Financial Analytical techniques can help us to accurately forecast 'what if' scenarios and design realistic forecasts which in turn lead to successful business decisions. This course will help the students to take their analytical skills to the next level of accuracy.

**Course Objectives**

At the end of the course, students are expected to:

- Appraise and create the proforma of financial statements and forecast the key variables for any company
- Apply the spreadsheet modelling techniques to solve the complex decisions like capital budgeting under capital rationing
- Build the Portfolios using optimisation techniques
- Apply the Excel functions to estimate the value of financial assets like equity and options

**Learning Outcomes**

1. Develop required skills for building spreadsheet models for business problems.
2. Able to use optimisation techniques to solve complex problems
3. Evaluate thesensitivity of the firm'sperformance to the key variables using tools like scenario manager
4. Perform what-if analysis and tackle other subtler aspects of finance.

**Recommended Text Book**:

- **Financial Analysis with Microsoft Excel**, Timothy R. Mayes and Todd M. Shank, 7th Edition, Cengage Learning

**Suggested reference books**:

- **Excel Modeling in Corporate Finance** by Craig W Holden 5th Edition , Person,
- **Financial Modeling Using Excel and VBA by** John Wiley & Sons , 2nd Edition, Sengupta C

| Session No. | Topic | Learning Outcomes | Case /Reading article/ Lecture / Activity | Chapters | NPTEL Videos Links |
|---|---|---|---|---|---|
| 01-02 | Introduction and Advanced Excel functions | • Understand the usage of excel in-built functions, dot functions and user defined functions<br>• Able to create embedded chats | Excel templates | 1 | |
| 03-07 | Basics of financial statements and financial | • Build three financial statements in excel and link the worksheets with formulas for a company | Financial statements project templates | 13 | https://youtu.be/Qw4HHMqX5I4 |

| | | | | | |
|---|---|---|---|---|---|
| | statements forecasting | • Create common size versions of financial statements<br>• Create the proforma of financial statements<br>• Use circular reference to perform iterative calculations<br>• Forecast the sales and key variables using trend function<br>• Use regression analysis to forecast the sales and key variables | | | |
| 08-09 | Capital budgeting | • Demonstrate the use of excel in-built functions in calculating after tax cash flows, depreciation expenditure<br>• Calculating six capital budgeting techniques using excel functions | Project template | Faculty handouts | https://nptel.ac.in/courses/114105044/41 |
| **10** | ***TEST-1*** | **Sessions 1 to 10**<br>**Chapters covered - 1, 2,5 & 11** | | | |
| 11-13 | Optimal Capital budgeting | • Use Excel solver to find the firm's optimal capital budgeting under capital rationing<br>• Understand the sensitivity of the capital budgeting decision using scenario manager | Project templates | Faculty handouts | https://nptel.ac.in/courses/114105044/41 |
| 14-16 | Cost of capital and optimal capital structure | • Calculate the components of cost of capital with floating costs and taxes<br>• Calculate WACC and understand why and how a firms WACC changes as total capital requirement changes<br>• Calculate the optimal capital structure for a given company | Project template | Faculty handouts | https://www.youtube.com/watch?v=Z229yOq5vjA (Damodaran) |
| 17-20 | Stock valuation | • Calculate the intrinsic value of the given company by using DCF valuation techniques | Financial statements of BEL | Faculty handouts | https://www.youtube.com/watch?v=PROdGBUvbjs#act |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | ion=share |
| **21** | ***TEST-2*** | **Sessions 11 to 20 Chapters covered – 8, 10, 11 &12** | | | |
| 22-24 | Bond valuation | • Duration convexity approximation | Project template | Faculty handouts | |
| 25-27 | Portfolio selection | • Calculate the expected return, standard deviation, covariance, and correlation<br>• Create variance and covariance matrix for more than two stocks portfolio<br>• Create an efficient frontier<br>• Create a CML line by adding risk free asset to the portfolio | Template with multiple stock price data | Download stock prices from NSE | |
| 28-30 | Options valuation | • Calculate the value of the options using excel functions | Excel templates with options data | NA | https://www.youtube.com/watch?v=aAQFgf8XKys |
| 31-33 | Project Work | Using company's data from databases like capital line, prowess, each student is required to create an optimal portfolio and create CML line by adding T-bill returns.<br><br>Using company balance sheets, each student is required to calculate intrinsic value of the stock by using DCF valuation techniques<br>**Parameters for evaluation:**<br>Project-1: Calculating the risk , variance covariance matrix, using solver for optimization and creating optimal portfolio with minimum risk and maximum return.<br><br>Project 2: Forecasting the key variables during growth phase, calculating terminal value, calculating discounting cash flows , estimating the firm value and equity value. | Show the student how to:<br><br>• Access and collect the data from databases like Prowess and Capitaline Plus.<br>• Perform calculations in excel, report writing and presentation using power point. | | |

**Expectations from Students**

a. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.
b. Students are expected to download the excel templates forwarded by the faculty before coming to the class and watch the related video mentioned in the course handouts.
c. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.

**Evaluation Timelines**

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly.

| Component | Component Number | Expected slot / due date | Marks declaration by | Weightage |
|---|---|---|---|---|
| Test I | 1 | 10th session | 12th session | **15** |
| Test II | 2 | 21st session | 23rd session | **15** |
| Project report | 3 | 31-33 session | 33rd session | **20** |
| Class Participation | 4 | 33rd session | 33rd session | **10** |
| End Term exam | At the end of the semester | As per schedule | As per schedule | **40** |
| | Total | | | **100** |

# 21.Teaching and Evaluation

ICFAI Business School (IBS), Hyderabad has unique and innovative approach to business education that focuses on providing the right knowledge, imparting the right skills for enduring success in management careers, and shaping the right attitudes.

As practice precedes the theory in business, equal emphasis is placed on concepts and applications. This blending of ideas and actions is achieved through various pedagogic techniques like lectures, case studies, business games, simulations and summer internship programs.

What matters in business is what one can actually do. Doing well implies mastering and applying the skills- professional, personal and human-required for effective decision making and execution.

Teaching and evaluation at ICFAI Business School (IBS), Hyderabad are customized to reflect the objectives of MBA program, with each course being delivered in a manner that maximizes the learning experience of students.

## Teaching

### Case Approach

The case study method is a key component of academic program at ICFAI Business School (IBS), Hyderabad. Almost all the courses in the program are taught through case studies developed by Case Research Centre and Harvard Business School Publishing (HBSP). ICFAI Business School (IBS) Hyderabad has a licensing arrangement with Harvard Business School publishing to use HBSP cases.

A successful manager should be able to identify and frame business problems and move across a variety of organizational, political and geographic boundaries to solve problems. The pedagogy adopted at ICFAI Business School (IBS) Hyderabad chooses to nurture and enhance this skill in the management students. ICFAI Business School (IBS) Hyderabad adopted the student centric learning style and case discussion is the primary pedagogy used in the teaching-learning process. The other tools and resources used at the school include simulation, audio & video clippings, experiential sharing in the form of invited lectures from practitioners, live projects, assignments and internships.

A case is a story or a situation that one encounters in real life careers. Cases illustrate issues and factors and reveal realistic complexities and tensions. Cases compel students to identify the problem on hand and define its context and parameters. It provides an opportunity to reflect on the theoretical framework and underscore prevailing assumptions and principles. It helps the student learn the art of self learning which is required throughout the career. Conceptually, case teaching assumes that learning is more effective if students discover or construct knowledge with faculty guidance than if they sit passively and receive content from a distant "sage on the stage".

Case teaching enhances learning by engaging students in a powerful way. Case teaching actively connects students with course content and shifts responsibility for learning to students. With faculty as their guide, students discover a body of knowledge and master life learning skills.

The case method gives students the vital practice to get their hands around and to formulate possible tools for analysis and resolution. They learn to distinguish relevant and irrelevant information and formulate possible strategies and recommendations for action.

The case method also develops communication skills needed in informal, spontaneous discussions and at professional meetings. Students learn to penetrate the substance of the case quickly and analyze and articulate their conclusions in ways persuasive to others in the group. Students learn to anticipate questions and objections of others and ways to convince their point of view to the group.

Facts, principles and concepts learnt in the course of the case discussion are understood well.

### Course Syllabus

The syllabus is comprehensive and is updated regularly based on the inputs from faculty, subject experts, visiting business leaders and accomplished alumni. It also offers the flexibility to focus on specific areas of interest. Core and elective courses along with group projects and autonomous learning allow students to develop their full potential.

The detailed syllabus provides information regarding each course offered in various semesters, the topics to be discussed, learning outcomes and relevant reference books. It also contains a list of case studies to be discussed in each course and the suggested schedule of sessions for classroom instruction and case discussion.

The syllabus for each course is available on SIS. Students should note that the main reference book does not determine the syllabus. It may not cover the entire syllabus and may also include additional topics not mentioned in the syllabus. For this reason, students are strongly advised to refer to the other reference books specified for each course.

Apart from reading course specific books, students are expected to read financial dailies, business magazines and browse relevant websites. An important aspect of ICFAI Business School (IBS) education is developing student ability to apply course based inputs to understand and interpret current events.

**The Course Handout:** The course handout is given by the faculty to students at the beginning of each course. It provides the detailed schedule of instruction, format and scope of assessment. It is a communication that facilitates effective academic delivery. The Course Handout is an important document that gives students a clear picture regarding the learning objectives, learning outcomes, and other course related information such as pace, coverage, level of treatment, reading assignment, home tasks, components of evaluation, their frequency, duration, tentative schedule, relative weightage of various components and faculty consultation hours.

The faculty plays a significant role in ensuring quality education through interactive teaching, continuous multi criteria evaluation and consistent feedback.

**Faculty Consultation:** The faculty members for each course will be available for consultation, once a week at a prescribed hour at their cabins. The day and time of consultation is announced in the annexure to the timetable. During this time, students can approach the faculty for clarification of doubts.

## Evaluation

IBS Hyderabad follows a continuous evaluation process. The evaluation components used by the faculty may typically consist of surprise quizzes, tests, case discussions, home assignments, project work, seminar etc. The evaluation is evenly spread throughout the semester and the course handout indicates the date when each evaluation component is scheduled as well as the marks allotted for the component. The School conducts comprehensive written exam after conclusion of class room instruction. The evaluation broadly falls into the following scheme:

**Table 4.1**

**Suggested Weightages of Different Evaluation Components**

| S.No. | Components of Evaluation | Weightage (%) |
|---|---|---|
| 1. | Written Tests | 20 |
| 2. | Objective Tests (MCQs) | 20 |
| 3. | Project/ Seminar | 10 |
| 4. | Class Participation | 10 |
| 5. | Comprehensive Examination | 40 |
| | **Total Weightage** | **100** |

The individual weightages for each component may vary depending upon the nature of the course. The faculty members teaching the course may decide weightage for class participation within the range of 0-10%. Wherever possible, the performance of the students in the internal evaluation components will be discussed in the class giving as much detail as possible like the highest, lowest and average performance. The comprehensive examination is conducted after completion of class room teaching. Feedback to the students on internal evaluations will be given on continuous basis. The answer scripts of comprehensive examinations will be shown to the students for verification of marks and marking pattern.

**Plagiarism:** Presenting other's work/material as one's own is plagiarism. Plagiarism includes reproducing ideas, opinions, theories, graphics, language, quotes (written or oral), facts, statistics and illustrative material, etc., of others without their acknowledgement.

Plagiarism would result in academic action against students leading to:

a. In the first instance, a written warning.

b. In case of repetition, cancellation of the registration to the course.

## Attendance

Attendance is mandatory for all sessions. Students who fail to achieve a minimum attendance level of 75% in any subject will not be permitted for the comprehensive examination for that particular subject. For students with attendance between 65-74%, the Dean-Academics will recommend to the Director. The Director may at his discretion grant permission to such students based on genuine reasons. In all other cases, students will have to repeat the subject(s) whenever it is offered next, as per the rules that govern such repetition. Those students will be awarded Not Cleared (NC) report for that subject(s). However, the student will be permitted to progress to next semester.

## Leaves of Absence:

Generally, students are not encouraged to apply for leave of absence as this will disrupt the momentum of study and may hinder or delay the acquisition of a degree. However on medical, compassionate grounds students have to submit proof of sickness immediately after returning to the campus along with a written application to Dean through Academics Office. The loss of sessions, attendance, evaluation, and examination will not be compensated in such cases.

Leave applications in triplicate can be downloaded online, endorsed by SSD and submitted to Hostels & Security.

## Unfair Means

Students must not resort to unfair means during any evaluation component. Any of the following events (inclusive but not exhaustive) will be considered as unfair means during continual evaluation, assignments and comprehensive examinations.

a. Possessing unauthorized material like notes or small slips in pockets, or on body or in any other form like cell phones, vanity bags and purses, whether used or not.

b. Copying from other students.

c. Allowing/enabling other students to copy from one's paper.

d. Taking or giving any kind of assistance to other students.

e. Communicating with a student in or outside the examination hall during examination timings.

f. Referring to any notes, slips or other sources in the restroom.

g. Visiting any place other than restroom during examination.

h. Indiscipline and disruptive conduct.

i. Resorting to any other unfair means to provide or obtain advantage.

j. Carrying mobile/any smart devices during examination time. (All such devices shall be confiscated).

Use of unfair means would result in academic action against students leading to

a. Cancellation of student's registration for the subject(s).

b. Cancellation of registration for subsequent semester.

c. Disqualification and / or cancellation of scholarship.

d. Cancellation of academic initiative, facility for late registration, amendment to registration and makeup examinations.

e. Cancellation of any fee waiver.

*Section - 5*

# Grading Policy

## Grading Policy

ICFAI Business School (IBS) Hyderabad does not emphasize on numerical marks as the only absolute indication of student's performance. Thus, at the end of the semester, letter grades A, B, C, D or E are awarded to students for each course based on their overall performance, which is relative to the performance of all students evaluated.

### a. Letter Grades

The letter grades have points associated with them in a quantified hierarchy. The letter grades, their applicability and connotation are given below:

| Grade | Qualitative Meaning | Grade Point Associated |
|---|---|---|
| A | Excellent | 10 |
| B | Very Good | 8 |
| C | Average | 6 |
| D | Fair | 4 |
| E | Exposed | 2 |

In order to arrive at these letter grades, the total marks in a particular course for the students pursuing the course are tabulated in a descending order (equivalently a histogram). The performance of the course is analyzed in terms of the average, highest and lowest marks and dividing-lines between the clusters of students. Gaps and dips between the clusters and the nature of the clusters will guide in drawing the dividing lines between the grades

### b. Notations

Certain events/facts are reported in the academic record of student by suitable notation. These notations are not to be construed as grades and do not contribute towards the calculation of CGPA. The various events/facts recorded and reported are listed below.

- Grade Awaited (GA)
- Not Cleared (NC)
- Withdrawn (W)
- Registration Cancelled (RC)
- Discontinued from the Program (DP)

**Grade Awaited (GA) will be recorded in the academic record of the student in the following cases:**

i. If the faculty has failed to evaluate a student in a course or on a project, assignment or any other component of evaluation on time.

ii. If a student has not been able to appear for the comprehensive examinations on the scheduled date, due to genuine personal reasons the student may convert the "GA" report into a letter grade by taking up a "make up" examination provided he/she has been permitted to do so.

iii. If the grading of the student is withheld for any reason.

When "GA" appears in the Grade sheet of the student in the immediately preceding semester, then he/she will not be allowed to register for the subsequent semester until the "GA" is converted into a letter grade.

**Not Cleared (NC) will be recorded in the academic record of the student in the following cases:**

i. If a student registered in a course(s)/SIP does not give adequate opportunity to evaluate him/her by remaining absent from most of the continual evaluation components.

ii. If a student is absent for more than 4 weeks continuously.

iii. If a student does not meet the minimum attendance criteria of 75% for the course and is not permitted to appear for comprehensive examinations.

iv. If a student is absent for the comprehensive examinations.

In all these cases, the student will have to repeat the course(s)/SIP whenever it is offered in the regular offering in the next academic year. The student in the subsequent registration will carry "NCR" (NC Repeat) against the grade for the course(s)/SIP in grade sheet and transcript. The student with "NC" notation in a course(s) is not eligible for Summer Term.

**Withdrawn (W): An event will be recorded as Withdrawn (W) in the academic record of the student in the following cases:**

i. The student is unable to register for the course(s)/SIP for a genuine personal reason like health problems / family problems or other unavoidable circumstances with information to the campus.

ii. The student is unable to cope with the normal semester load and withdraws from the course(s) to reduce his/her academic load for a particular semester.

The request for withdrawal should be made within four weeks of the commencement of the semester.

**In such cases the grade sheet/transcript of the student will indicate "W" notation against the course(s).**

The student will have to re-register for the course(s) in the next regular offering. The withdrawal being within four weeks, the fee paid by the student will be adjusted. If the course with "W" notation is a pre-requisite course, the registration to course(s) of the subsequent semesters will only be possible upon obtaining a letter grade in the course with "W" notation. In case the course with "W" notation is elective course and same is not offered in any academic year, student can opt for any other elective and obtain letter grade.

In case the withdrawal is made after four weeks, the event will be recorded as "NC" (Not Cleared).

**Registration Cancelled (RC): An event will be recorded as Registration Cancelled (RC) in the following cases:**

i. Non submission of proof of graduation within October '31 in I Semester.

ii. Not meeting the eligibility criterion for admission.

iii. Breach of discipline or unprofessional behavior.

iv. When disciplinary action is taken against a student for resorting to unfair means during Examination.

v. Non-payment of fee.

**Discontinued from the Program (DP): An event will be recorded as Discontinued from Program (DP)**

i. When the student has failed to Register for a course(s)/SIP on the stipulated dates.

## Grade Point Average (GPA)

The GPA is used to describe performance of a student in all courses in which he/she is awarded letter grades for a particular semester. It is the weighted average of grade points of all letter grades received by the student in a semester and is computed as follows:

$$GPA = \frac{(C_1G_1 + C_2G_2 + C_3G_3 + \ldots.)}{(C_1 + C_2 + C_3 + \ldots..)}$$

Where $C_1$ $C_2$ $C_3$ denote Credits associated with the courses taken by the students and $G_1$, $G_2$, $G_3$.... are the grade points of the letter grades awarded in the respective courses. The reports "NC", "GA", "RC", "W" and "DP" will not affect the calculation of GPA.

## 5.3 Cumulative Grade Point Average (CGPA)

The CGPA is used to describe overall performance of a student in all courses in which he/she is awarded letter grades from first semester till the latest semester. It is the weighted average of grade points of all letter grades received by the student from his/her entry into the program and is computed as follows:

$$CGPA = \frac{(C_1G_1 + C_2G_2 + C_3G_3 + \ldots.)}{(C_1 + C_2 + C_3 + \ldots.)}$$

## Minimum Academic Requirements

The regulation for minimum academic requirement has been framed keeping in mind the educational policy of the University, which interlinks and at the same time distinguishes between the performance of a student in a single course and in his/her overall cumulative performance.

Accordingly, the objectives of the minimum academic requirement regulation is to ensure that the student meets minimum standards in majority of the courses pursued and also to alert the student on his/her performance at the end of every semester to enable him/her to improve in subsequent semesters and eventually attain graduation requirements in time.

The details of minimum academic requirements to be fulfilled by the student at the end of each semester are given below:

i. Should have pursued the named specified courses of program structure

ii. Should not have withdrawn or discontinued from any specific courses. Should not have NC or RC in any course.

iii. The cumulative number of D and E grades secured by a student at the end of each semester should not exceed the number given in the table below:

iv. The student should secure a minimum CGPA of 5.5 at the end of each semester and should always try to maintain grade levels within the table shown below.

| Semester | Cumulative No. of D & E Grades | Cumulative No. of E Grades |
|---|---|---|
| First | 3 | 1 |
| Second | 6 | 2 |
| Third | 8 | 3 |
| Fourth | 10 | 4 |

Any deviation will attract provisions of summer term examination or repeating a course or courses under Re-Registration category and progressing to successive semester will be withheld.

**At the end of Third Semester: Failure to meet the minimum academic requirement will have the following implications:**

a. The guardian/parents will receive a notice from the campus and the student will have to seek counseling sessions with the faculty mentor he has been assigned to

b. Student will not be eligible for placement assistance and would be considered as out of placement process.

At the end of Fourth Semester: Student who does not meet the minimum academic requirements will not graduate.

## Graduation Requirement

The MBA program consists of a sequence of courses taken over multiple semesters. To complete the program, a student needs to satisfactorily complete the evaluation requirements for all the required courses including summer internship program with minimum required CGPA and grades consideration mentioned herein.

A student is deemed to have fulfilled the graduation completion requirements when the following conditions are satisfied.

i. The student has to complete minimum 98 program credit units.

ii. The student has to complete 30 credit courses and SIP

iii. The student has obtained a minimum CGPA of 5.5.

iv. The cumulative number of D and E grades of the student should not exceed 10, out of which, the number of E grades should not exceed 4.

v. The student has obtained A, B or C grade in Summer Internship

vi. The student has completed the program within seven years from the commencement of the program.

vii. The student does not have any Fees due.

viii. The student does not have any disciplinary case pending investigation.

## Certification

### a. Grade Sheet

Grade sheet is a complete record of courses done, grades obtained by the student, showing GPA and CGPA and other information for a semester. The Grade sheets are issued after each of the semester by the Student Services Department.

Students can obtain duplicate copies of grade sheet on payment of `150 for each copy.

### b. Program Completion Certificate

The students who have completed the Program and waiting for results will be given a Program Completion Certificate. This certificate is valid till the date of declaration of results / issue of Provisional Certificate.

### c. Transcript

Transcript is chronologically organized information of courses, grades, GPA, CGPA obtained in various semesters during the program which is issued on successful completion of the program. Three Transcripts will be issued to the student on successful completion of the MBA program.

Students can obtain additional transcript on payment of `500 for each copy.

### d. Provisional Certificate

Students who fulfill the graduation criteria successfully will be given a Provisional Certificate.

### e. The MBA Degree Certificate

Students who fulfill the graduation criteria will be awarded the MBA Degree certificate. Students who wish to request for a duplicate copy of MBA Degree certificate will have to apply for the same along with the prescribed fee and an indemnity bond on `100 stamp paper. Please refer Annexure VII.

| Period Completed after Graduation | Fee |
|---|---|
| Below 5 years | ` 1,000 |
| Above 5 - below 15 years | ` 3,000 |
| Above 15 years | ` 6,000 |

*Section - 6*

## Summer Internship Program (SIP)

Internship is an important component of education at ICFAI Business School (IBS) Hyderabad. Internship provides a chance to students to bridge the gap in their perception between the academic institution and corporate world. In order to gain corporate exposure the students are supposed to undertake a project in the selected companies.

The students are encouraged to generate SIPs on their own (Self-generated) depending on their contacts. The self-generated summer projects are evaluated by a SIP Committee in terms of quality, standards and learning, location etc. In case the students are unable to generate internships / projects by themselves, IBS assists in generating internships.

Students undertake a 12-week internship at a relevant organization after completing the first year of the MBA program. The SIP, which would be a simulation of real work environment, requires that the students undergo the rigor of corporate environment both in form and substance. In the process, it provides an opportunity for students, to satisfy their inquisitiveness to know more details of working environment, exposes them to team work, leadership qualities, time management, and technical skills. For proper coordination and ensuring organized and smooth conduct, every student would be placed under the guidance of faculty members. Besides, a representative of the industry/organization where the student undergoes the SIP would also guide the students and assist the faculty in monitoring the students' progress. SIP is evaluated for a score of **10 credits** in the overall evaluation.

In case a student pursuing SIP outside Hyderabad does not meet the minimum academic requirement of 5.5 CGPA at the end of second semester the eligible students for Summer Term will have to come to the campus and appear for the Summer Term examinations. It is the responsibility of the student to note this point while opting for SIP outside Hyderabad and has to give an undertaking to this effect and proceed to SIP.

### Grading of SIP

On completion of SIP, letter grades will be awarded to students based on their performance. Students who do not give sufficient opportunity for evaluation are awarded NC report. Students with NC report or D or E grades in SIP will have to repeat the internship in the next regular offering on payment of prescribed fee of `15,000. However, these students are eligible to progress to Semester-III.

*Section - 7*

# Repeating Courses

## Credit Courses

A student, who has not met minimum academic requirements to progress to Semester III or the program completion requirements, has the option to repeat a credit course either in summer term (subject to summer term conditions) or through regular semester to improve the grade. However, students having NC/RC reports in the courses will have to repeat courses only in regular offering to convert the NC/RC reports to letter grades, subject to

- The core course, which the student wants to repeat, is part of the current program.
- The elective course which the student wants to repeat, if not offered, can be substituted with another elective on offer.
- The student has to pay the course repetition fee @ ` 7,500 per course.

The students who have already met the minimum academic requirements to progress to further semester or graduation requirements are not eligible to repeat a course, just for improving the grades.

## Make-up Examination

In case a student misses an evaluation component due to genuine reasons, student can be granted a make-up examination for that evaluation component by the faculty. Normally a make-up examination is granted only for written tests. In granting a make-up, the faculty would judge the genuineness of the circumstances under which the student missed the component of evaluation and expected to maintain the record. In this regard, the decision of the faculty will be final. The make-up examination would be held within a week of the test conducted.

In case of make-up for the comprehensive examination the student has to submit an application to the Dean through the Academics Office. The Dean, Academics will recommend to the Director who has the necessary discretion for granting permission in this regard. The make-up examination would be held within 15 days of the completion of the comprehensive examinations.

## Summer Term Examinations

Summer Term Examination is offered to students who have not met minimum academic requirements as explained herein.

- A student can register for any four courses out of those where the student procured D and E grades and is falling short of 5.5 CGPA.
- The Summer Term Examinations are offered to students to improve the D & E grades within the prescribed limits and to those who have reasonable chance of progressing to III Semester.
- The grade will be decided on the marks secured only in the Summer Term Examination.

The decision of whether or not to offer the Summer Term Examination for a course in a particular academic year will rest with the School. There is no make-up examination for Summer Term Examination.

Students undertaking SIP outside Hyderabad will have to come to ICFAI Business School (IBS) Hyderabad campus and appear for the Summer Term examinations. The onus of arranging leave from SIP Company for Summer Term Examination rests with the student.

To be eligible for Summer Term, after **second semester** a student must meet the following conditions:

i. Student who has not met the minimum academic requirements to progress to the third semester having secured cumulative number of not more than 10 D & E grades, out of which, E grades not exceeding 6 and D grades not exceeding 4 at the end of second semester and a CGPA of less than 5.5.

ii. Provided a student opts for four or less than four Courses from among the D grades and E grades obtained from both first and second semesters.

iii. Students with more than stipulated D & E grades have to get Re-Registered for these courses in the Regular offering without progressing to next semester.

Students should submit an application form as given in Annexure IV of this handbook along with prescribed fee of ` 2,500 per course by way of a DD drawn in favor of "*IFHE Fee Collection A/c MBA 2018*" payable at Hyderabad to the Controller of Examinations for Summer Term Examinations.

To be eligible for Summer Term, after **semester four** a student must meet the following conditions:

i. Student who has not met the minimum academic requirements to graduate having secured cumulative number of not more than 14 D & E grades, out of which, E grades not exceeding 8 and under 6 D's at the end of fourth semester and a CGPA of less than 5.5

ii. Provided a student opts four or less than four Courses from among the D grades and E grades obtained from semester three and four.

iii. Students should submit an application form as given in Annexure IV of this handbook along with prescribed fee of ` 2,500 per course by way of a DD drawn in favour of "*IFHE Fee Collection A/c MBA 2018*" payable at Hyderabad.

Students with the following academic conditions are **not eligible for Summer Term**

i. Students who have met minimum academic requirements to progress to the third semester or met the graduation completion requirements.

ii. Students who have more than 10 cumulative D &Es, out of which, E grades exceeding 6 at the end of second semester and fourteen D grades and E grades put together out of which E grades are exceeding 8 at the end of fourth semester.

iii. Students with RC or NC remarks, in any course who ought to repeat such courses along with their junior batch. Courses with RC/NC afflictions should be repeated by re-registering for such courses along with junior batch.

## Academic Requirement to Progress to Third Semester or to Graduate

### After the Second Semester

The student should have secured a minimum 5.5 CGPA.

The cumulative number of D & E grades secured by the student should not exceed 6, out of which there should not be more than 2 E grades and 4 D grades.

### After the Fourth Semester

The student should have secured a minimum 5.5 CGPA.

The cumulative number of D & E grades secured by the student should not exceed 10, out of which there should not be more than 4 E grades and 6 D grades.

## Course Repetition Fee

Students registering for Credit courses in regular offering will have to pay the course fee of ` 7,500 per course. Students who want to repeat SIP will have to pay `15,000 and students who register for summer term examinations will have to pay `2,500 per course.

*Section - 8*

## Fee & Scholarships

### Payment of Fee

The Program fee of 5.25 lakhs is to be paid in seven equal instalments of 75.000 as per the below schedule:

**Program Fee Schedule**

| Due Date | Installment | Amount |
|---|---|---|
| May3, 2021 | I | 75.000 |
| Sept 3, 2021 | II | 75.000 |
| January 3, 2022 | Ill | 75.000 |
| May 2,2022 | IV | 75.000 |
| Sept 2, 2022 | v | 75.000 |
| January 2, 2023 | VI | 75,000 |
| May 2, 2023 | VII | 75.000 |
| | Total | 5,25,000 |

A refundable Caution Deposit of 10,000 is to be paid along with the 1st instalment of Program Fee. The Caution Deposit will be refunded without interest (after adjusting for dues, if any) on completion of the program.

Students are expected to have their own laptops at the time of reporting to IBS.

Selected candidates are required to pay an Admission Fee of 75.000 by May 01, 2021, through Demand Draft in favour of "IFHE-Fee Collection *A/C* Executive MBA".

**Hostel & Mess Fee Schedule**

| Due Date | Installments | Security Deposit ( ) | Hostel ( ) | Mess ( ) | Total ( ) |
|---|---|---|---|---|---|
| 01-Jun-2018 | I | 15000 | 40000 | 31250 | 86250* |
| 15-Oct-2018 | II | - | 40000 | 31250 | 71250 |
| 03-Jun-2019 | III | - | 40000 | 31250 | 71250 |
| 14-Oct-2019 | IV | - | 40000 | 31250 | 71250 |
| | | | Total | 3,00,000 | |

Demand Draft drawn in favor of "*IFHE Fee Collection A/c, MBA 2018*" payable at Hyderabad. *Includes `15,000 refundable security deposit.

### Bridge Loan Facility

Bridge Loan facility is provided to the students, who are awaiting the sanction of educational loan from the bank. This facility is provided only for the 1st installment of Program fee which falls due on

June 01, 2018 and not for subsequent installments. This facility is provided until the sanction and disbursement of educational loan from the bank. The parent/guardian have to submit four postdated MICR cheques for ` 61,000 each dated 1st June 2018, 1st July 2018, 1st August 2018 and 1st September, 2018. Cheque bouncing will disqualify the student from continuing the program. This facility is applicable for 1st Semester fee payment only. Proof of Bank loan application is mandatory.

## Penalties for Late payment of fees

For Fees (Program and / or Hostel) payments beyond the notified due dates the following penalties are attracted. In such cases the late payment of fees should be made along with penalties.

8.3.1. `100 per each day beyond the due date up to 7 days.

8.3.2. `150 per each day from the 8th day to the 14 day beyond due date.

8.3.3. `200 per each day from the 15th day till 30 days from one date. In this category students can also be barred from Academic Sessions, Examinations and Hostels.

## Merit Scholarships

For qualifying for any Discretionary (Management discretion) merit scholarships for a given semester the following are the eligibility criteria:

The student should have registered with full payment of all fees on the notified date of Registration of a semester.

There should not be any cases of misconduct, indiscipline or malpractice, against the Student.

There should not be any fee dues.

The student should record a minimum of 75% attendance.

During the course of assessing the top 10 performers in a semester and when a tie occurs between two students for a position, performance in preceding Semester/and/or graduation will be taken in to account.

The above practice is not mandatory and as such the students cannot claim it as a right. However the Academics Department recommends to the management for approval of the same.

## Membership in Alumni Association

Students completing the MBA program are eligible to seek membership in the ICFAI Business School Alumni Federation (IBSAF). IBSAF is a society formed for the benefit of ICFAI Business School Alumni. The provisional membership entitles the students to participate in seminars, workshops and conferences organized by IBSAF and participate in the local chapter activities. After completion of the Program, students will be automatically eligible for membership to the IBSAF.

*Section - 9*

## Awards and Medals

Students with excellent performance in the program are awarded the following medals, certificates and cash awards.

a. **NJYasaswy-Apollo Hospitals Award for Best Student:** This award has been constituted by the Apollo Group of Hospitals with effect from the Academic Year 2012-13. It carries a Gold Medal and Cash Prize of ` 50,000.

b. **Best All-Rounder Student Award:** The Silver Medal award carries a cash prize of ` 10,000.

c. **Gold and Silver Medals for Academic Excellence:**

   i. A Gold Medal is awarded to the first rank holder in the Business School. The award carries a certificate and a cash prize of ` 10,000.

   ii. A Silver Medal is awarded to the second rank holder. The award carries a certificate and a cash prize of ` 5,000.

d. **The Saurabh Sharma Memorial Gold Medal:** The Saurabh Sharma Memorial Gold Medal fund has been instituted by the parents of Mr. Saurabh Sharma, a bright and promising student of the MBA Class of 2002, who met with a tragic end. The memorial medal is awarded to the First Rank holder in the MBA (Marketing) stream. The award comprises a Gold Medal and a cash prize of ` 5,000.

e. **The Faiyaz Ahmed Khan Memorial Gold Medal:** The Faiyaz Ahmed Khan Memorial Gold Medal fund has been instituted by the parents of Mr. Faiyaz Ahmed Khan, a bright and talented student of the MBA Class of 2002, who met with a tragic end. The memorial medal is awarded to the First Rank holder in the MBA (Finance) stream. The award comprises a Gold Medal and a cash prize of ` 5,000.

These Medals and Awards are given in the Annual Convocation of the University.

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ICFAI FOUNDATION FOR HIGHER EDUCATION Hyderabad

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC ACT, 1956)