

Course title: Management concepts and Organizational Behavior				
Course code: PPM 118		No. of credits: 3	L-T-P: 35-08-04	Learning hours: 47
Pre-requisite course code and title (if any):				
Department: Policy and Management studies				
Course coordinator (s):			Course instructor (s): Dr. Moumita Acharyya	
Contact details:				
Course type: Core			Course offered in: Semester 1	
Course description: In today’s dynamic environment, organizational behaviour and leadership are critical differentiating factors for organizational success and excellence. There are continuous changes in social, political, cultural, global as well as economic environment, and an understanding of management concepts and organizational behaviour is essential for future managers to manage such changes through strategic choices anchored in the vision of the organization and its people. This course will cover management concepts and organizational behaviour theory, research in the context of current realities. The purpose is to impart state of art knowledge in the field of organisational behaviors and imbibe professional and broad humanistic values that leaders must possess for steering the teams and organizations to achieve excellence while safeguarding the interest of all stakeholders, including society and environment.				
Course objectives:				
<ul style="list-style-type: none">▪ To impart knowledge about different forms of organizations, and changing roles and responsibilities of a manager▪ To explain and discuss historical evolution of management thought and contemporary management approaches▪ To explore managerial challenges in different organizations and discuss choices and appropriate strategies.▪ To impart knowledge about classical and contemporary organisational behaviors theories and concepts▪ To sensitize students about managing diversity among people and deal with behavioural issues in organizations.				

Course title: Business Mathematics & Statistics				
Course code: PPM 119		No. of credits: 4	L-T-P: 2.27-1.53-0.20	Learning hours: 63
Pre-requisite course code and title (if any): None				
Department: Policy & Management Studies				
Course coordinator(s): Dr. Montu Bose			Course instructor(s): Dr. Montu Bose	
Contact details: montu.bose@terisas.ac.in				
Course Type: Core			Course offered in: Semester 1	
Course Description This course gives students an exhaustive introduction to statistical methods important in business and required basic mathematical exposure for it. For last few decades India’s growth rate is impressive along with high competition in the economy. Economic growth, expansion of trade and business has forced to invest in infrastructure. Given this background, businessmen can no longer rely on the old system of hit-or-miss methods or leave their future on chances. They have now to proceed on scientific principles, prepare themselves for competitive markets and plan their business accordingly. The managers have therefore to depend on a variety of factors (like present labour condition, prices of raw materials etc.). All these factors are statistically taken account of before fixing the price of new commodity or services, so that it may find a suitable place in the market. This course would be offered to M.B.A. (Sustainability Management). The course would equip the students with necessary mathematical and statistical knowledge to be ready for various managerial decisions backed by scientific evidence.				
Course objectives In the course the students would be exposed to various examples of economics and business applications. The primary objective of this course is to motivate the use of statistical analysis and at the same time encourage students to go beyond the mathematical applications of technique and to develop critical judgment through statistical analysis. The specific objectives of the course are enabling student: To increase students understanding of economic way of thinking and analyzing to business decision making problems <ul style="list-style-type: none">▪ to understand the role of mathematics in statistics▪ to understand and use of statistical methods ranging from graphical presentation of data to descriptive statistical representation of data for economics & business-related studies;▪ to analyse data for understanding the characteristics of the business & economy related factors, their association etc.▪ apply statistical techniques to forecast the market situation and to take well informed decisions.				
Course content				
Module	Topic	L	T	P
1	Mathematics for Business Introduction to matrix algebra, determinants, system of equations and solutions, calculus – limits, continuity, derivatives, integration, Maximization & Minimization, permutation & combination.	7	3	0
2	Introduction: Data and Statistics Introduction to Statistics, Data: Concept & types of data; importance of data in business; Data sources: introduction to business-related data & sources.	2	0	0
3	Descriptive Statistics Summarizing data: how to handle data scientifically to make proper decisions; Exploration & representation of business-related data: tabulation, cross tabulation, variability checking, measuring the distribution and location statistically, association among inputs and outputs; Use of diagrams in business projects and reporting.	4	3	2
4	Probability Distribution Introduction to set theory and probability; Additive & multiplicative rules, conditional & unconditional probability, Bayes theorem, Discrete and continuous distributions; Random variables; Discrete & continuous probability distributions: theory and its applications in management (Binomial, Poission, Negative Binomial, Geometric, Hypergeometric, Uniform, Exponential, Normal).	5	4	0
5	Sampling and Sampling Distributions Statistical Inference: concepts & relevance in business; Methods of Sampling: purposive, random, stratified, systematic, multi-stage; Concepts and estimation of -	5	3	0

	Point Estimation, Sampling Distribution of Mean, Sampling distribution of p, sample size determination; Interval estimation, confidence interval; Determining sample size.			
6	Hypothesis Testing Null and alternative hypothesis; Test of significance; Type I and Type II errors; differences of means, proportions, difference of proportions, variances, ratio of variances, Practical issues, Standard normal, χ^2 , t and F distributions.	3	2	0
7	Analysis of Variance Introduction to analysis of variance; Assumptions and analysis of one-way classified data; Multiple comparisons, Assumptions and analysis of two-way classified data.	3	2	0
8	Correlation and Simple linear regression – Introduction Correlation, coefficient of correlation, Simple regression model; Least square method; Coefficient of determination; Model assumptions; Testing of significance; Predictions; Residual analysis.	3	3	4
9	Index Numbers Method of construction of index numbers; price and quantity index, Consumer price index (CPI) & Wholesale price index.	2	3	0
	TOTAL	34	23	06

Evaluation criteria:

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

- Test 1 : Written Examination (Module 1, 2 & 3) - 20%
- Test 2 : Written Examination (Module 4) - 20%
- Test 3 : Project Work (Primary data collection, analysis and presentation) (Module 2 -8) - 20%

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

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

- Major Exam: Written Examination (Module 4 – 9) - 40%

Learning outcomes:

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

- Develop a sense of the role of mathematics, statistics and data analysis in business (Test 1, 2 and 3)
- Apply the principles, techniques and approaches for statistical inferences (Test 3 & Major)
- Apply statistical concepts to business and economic models for predicting outcomes (All Tests)
- Application of data analysis for informed decision making (All Tests)

Pedagogical approach

The course will be delivered through lectures and tutorials. Application of statistical tools in business & economics related problems would also be a part of the pedagogical approach for the course.

References:

Textbooks:

- Anderson DR., Dennis J. Sweeney and Thomas A. Williams. Statistics for Business and Economics, Cengage Learning (latest edition), India.
- Miller CD., Salzman SA. & Clendenen G. Business Mathematics. Addison Wesley (latest edition).
- Gupta SC & Kapoor VK. Fundamentals of Mathematical Statistics, Sultan Chand & Sons. (latest edition). India.

Additional Readings:

- Kohler, H. (2010). Statistics for Business & Economics, Harper Collins.
- Levin, R. and Rubin, D. (2012). Statistics for Management, Pearson.
- McClave J. and Benson, P.G. (2013). Statistics for Business and Economics, Pearson.
- Richard I.L. and David S.R. (2011). Statistics for Management, Pearson.
- Stine R. and D. Foster (2014). Decision making and Analysis, Pearson New International Edition.
- Thukral J.K. (2015). Business Mathematics & Statistics, Mayur Paperback.
- Triola M.F. and Franklin, L.A. (2015). Business Statistics.
- Watsnam TJ. and Keith P. (2014). Quantitative Methods in Finance, International Thompson Business Press.

Additional information (If any): None

Student responsibilities:

Attendance, feedback, discipline etc.

Prepared by: Dr. Montu Bose

Course reviewers:

1. Dr. Yamini Gupta, Professor, University of Delhi, Delhi.
2. Dr. Neelanjana Sen, Assistant Professor, Madras School of Economics, Chennai.
3. Dr. Tamal K. Kayal, Assistant Professor, Jadavpur University, Kolkata.

Course title: Accounting for Managerial Decisions					
Course code: PPM 130		No. of credits: 4		L-T-P: 44-16-00	Learning hours: 60
Pre-requisite course code and title (if any): None					
Department: Policy & Management Studies					
Course coordinator(s): Dr. Shikha Mittal Shrivastav			Course instructor(s): Dr. Shikha Mittal Shrivastav		
Contact details: shikha.shrivastav@terisas.ac.in					
Course Type: Core			Course offered in: Semester 1		
Course Description Accounting is the language of business. It attempts to measure and report corporate performance. Managers use accounting in making decisions; while investors use it for valuing stocks. The bankers and lender rely on accounting information to decide to whether to lend money to business. The accounting information is also crucial in evaluating the performance of employees at various levels in an organization. Thus, this is a very useful course in management education in almost every graduate management program the world over, a full course on accounting and reporting remains an obvious choice. This course is indispensable as the first step towards understanding the financials of business.					
Course objectives The objectives of the course are to ensure that the participants: <ul style="list-style-type: none">▪ to understand the conceptual framework of Accounting and the process that leads to the preparation of financial statements;▪ to develop the ability in them to use financial statements to assess a company’s performance;▪ to understand how the accounting information system works in a firm;▪ to interpret the need of accounting information in managerial decision-making process;▪ to analyse the performance vis-à-vis financial health of the firm.					
Course content					
Module	Topic	L	T	P	
1	Accounting and Economic Decisions Accounting, Users of Accounting Information, Financial, Cost and Management Accounting, Accounting Information System, Generally Accepted Accounting Principles, Indian Accounting Standards and IFRS, Forms of Business Organization, Accounting Equation	4	2	0	
2	Recording of Business Transactions Types of Accounts, Double Entry System of Accounting, Recording Transactions - Journal, Ledger and Trial Balance	4	2	0	
3	Understanding Income Statement Income Measurement, Preparation of Income Statement, Incorporating Adjustments, Format as per Companies Act	3	1	0	
4	Understanding Balance Sheet Liabilities and Shareholder's Equity, Classification of Assets and Liabilities, Preparation of Balance Sheet, Format as per Companies Act	3	1	0	
5	Revenue Recognition Income and Revenue, Measurement of Revenue, Accrual Principle, Matching Principle, Sale of Goods, Service Revenues, Interests and Dividends; Expense Recognition, Relevant Accounting Standards	2	1	0	
6	Inventory Valuation Nature of inventories, Measurement of Inventory Costs, Method of record, keeping of Inventories; Inventory Valuation, Net Realizable Value (NRV), Relevant Accounting Standards	2	1	0	
7	Accounting for Fixed Assets (Property, Plant, and Equipment) Fixed Assets, Property, Plant and Equipment, determining cost of Acquisition, Depreciation Accounting- Methods, Accounting including Impairment, Disposal of Assets, Relevant Accounting Standard	3	1	0	
8	Cash Flow Statement Cash Flow Statement - Purpose and Use, Operating, Investing and Financing Activities, Preparation of Cash Flow Statement, Relevant Accounting Standard	3	1	0	

9	Annual Reports Contents of Annual Reports, The Regulatory Framework, The Disclosure System, Qualitative and Quantitative Reporting, Component wise discussion	2	0	0
10	Financial Statement Analysis Common Size Statement, Comparative Statement Analysis, Trend Analysis and Ratio Analysis- Liquidity, Solvency, Turnover and Profitability, Intra and Inter Firm Comparisons, Du-Pont Analysis	5	3	0
11	Basics of Cost Accounting Cost Concepts, Elements of Cost and Cost Behaviour, Cost Sheet, Cost-Volume-Profit Relationship, Absorption and Marginal Costing and Managerial Decision Making	5	2	0
12	Management Accounting and Control Standard Costing, Variance Analysis- Material and Labour, Budgetary Control	4	1	0
13	Accounting- Role, Ethics and Recent Developments Role of Accounting in Capital Market and Corporate Governance, and Ethical Issues in Accounting, Recent developments in Accounting	2	0	0
14	Project Presentation	2	0	0
	TOTAL	44	16	0

Evaluation criteria:

- Test 1 : Quiz 20%
- Test 2 : Written Test 30%
- Assignments : 20%
- Major Exam : Written Test 30%

Learning outcomes:

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

- Understanding of the various principles on which financial statements are prepared.
- Acquire critical thinking skills to analyse financial data, and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations.
- Develop an overall understanding of emerging corporate reporting framework in the context of International Financial Reporting Standards (IFRS)
- Understanding and interpreting the various cost information for planning and control purposes in managerial decision making.
- Understanding the role of managerial accounting in decision making.

Pedagogical approach

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

References:

- Financial accounting: a managerial perspective by R Narayanaswamy Prentice-Hall of India, Sixth Edition.
- Principles and Practice of Cost Accounting by Ashish K. Bhattacharyya, Prentice-Hall of India, Third Edition
- Accounting: Text and Case, Robert N. Anthony, David F Hawkins, and Kenneth A Merchant (AHM), Tata McGraw Hill, Thirteenth Edition.
- Accounting for Management: Text and Cases by S.K. Bhattacharyya and John Dearden, Vikas Publishing House; Third edition
- Cost Accounting - A Managerial Emphasis by Charles T. Horngren, Srikant M. Datar and George Foster, Pearson Education, Thirteenth Edition.
- Introduction to Management Accounting by Charles T. Horngren, Gary L. Sundem, William O. Stratton, Pearson Education, Thirteenth Edition.

Websites and Web resources –

- Maria B. & Alexandru IC. (2005). Economic decision-making and the role of accounting information. retrieved from. <http://www.oeconomica.uab.ro/upload/lucrari/1020081/17.pdf>

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| <ul style="list-style-type: none">▪ Damodaran A. (2006). Understanding Financial Statements. retrieved from▪ http://people.stern.nyu.edu/adamodar/pdfiles/valn2ed/ch3.pdf▪ The Institute of Company Secretaries of India. retrieved from https://www.icsi.edu/▪ Financial Times. Retrieved from https://www.ft.com/,▪ Learn Accountancy the Easy Way. Retrieved from http://accounting-simplified.com/ |
| Additional information (If any): None |
| Student responsibilities:
All students are expected to read the assigned readings prior to the class. Students are expected to analyse the case following the discussion questions. All students must maintain full attendance and do timely submission of assignments. |

Prepared by: Dr Shikha Mittal Shrivastav

Course reviewers:

1. Dr. Anjala Kalsie (Associate Professor), Faculty of Management Studies, University of Delhi
2. Prof. (Dr) Deepak Tandon, Professor, IMI, New Delhi
3. Prof. (Dr) K. P. Kaushik, Professor, AJNIFM, Faridabad

Course title: Managerial Economics					
Course code: PPM 148		No. of credits: 4		L-T-P: 50-10-00	Learning hours: 60
Pre-requisite course code and title (if any): None					
Department: Department of Policy & Management Studies					
Course coordinator(s): Dr. Gopal Sarangi			Course instructor(s): Dr. Gopal Sarangi		
Contact details: gopal.sarangi@terisas.ac.in					
Course Type: Core			Course offered in: Semester 1		
Course Description The basic objective is to equip students with skill sets in applying analytical approaches to the study of how individuals and business units deal with the fundamental problems of scarce resources, understanding of the nature of prices and of markets, role of information and of interventions, etc. Specific topics to be covered include applications of supply and demand, market structure, laws of production, market failure, game theory and auctions and their applications in the context of business and business decision making. Students would appreciate and understand how markets organize things and when markets fail and how market failures could be addressed. Examples from services sectors, energy and infrastructure sectors would be particularly important in attaining course goals. The course would provide the base for macroeconomics, organizational behaviour, marketing, finance and strategic management.					
Course objective The course objectives are: <ul style="list-style-type: none">▪ To increase students understanding of economic way of thinking and analyzing to business decision making problems▪ To develop students critical thinking skills and analytical abilities is resolving business problems by employing various tools and techniques of economics▪ To make students understand the rigors of various economic models and their applications in business decisions.▪ To make students understand how economic variables are interpreted, analyzed through the use of various tools and techniques					
Course content					
Module	Topic	L	T	P	
1	Introduction to Economics, Demand and Supply, Elasticity and Market Efficiency Human wants and scarce resources Basics of demand, supply and market Concept of market Demand and supply schedules and equilibrium Changes in price when demand/supply shifts Demand Analysis and demand estimation Derivation of demand curve Consumer surplus and producer’s surplus Market efficiency and their applications Concept of Elasticity – point, arc, income and cross elasticity’s Elasticity and revenue Application of elasticity	10	2	0	
2	Utility, Preferences and Choice Utility Theory and utility function How people make decisions? Utility – total, marginal Marginal analysis and its use in economic analysis Preferences, budget constraints, choices, and optimal choices Consumer Behaviour Indifference curve analysis and revealed preference analysis Changes in income and prices, income and substitution effects	8	2	0	
3	Theory of Firms and pricing strategies Market and market structure Market equilibrium and price determination under different market structures Perfect Competition, monopoly, and price discrimination (definition and types of price discrimination, necessary conditions for the existence of price discrimination, price discrimination and the price elasticity of demand) Other pricing strategies of firms Monopolistic competition, models of oligopoly (Bertrand duopoly and Cournot duopoly Application of auctions and game theory in understanding the market structure, behaviour, and business strategy	12	2	0	

	Average cost pricing, other pricing strategies			
4	Market failure, Economics of regulation, Economics of information, and Role of behavioural economics in managerial decision making Externalities and public goods Monopoly power and social costs Regulation of public monopolies Economics of Information and uncertainty, Search costs Asymmetric information and adverse selection and moral hazard, Market signalling, Switching costs Principal agent problem Managerial judgements through behavioural economics	10	2	0
	TOTAL	50	10	00
Evaluation criteria: The overall course grade will be allocated as follows: <ul style="list-style-type: none"> ▪ Test 1 : Class exercises and participation: 10 % ▪ Test 2 : 20 % ▪ Test 3 : Assignment: 20 % ▪ Major Exam : Written test: 50 % 				
Learning outcomes: After the completion of the course, the students will: <ul style="list-style-type: none"> ▪ Understand the key concepts, models, tools and techniques of managerial economics (Test 1, 2, 3 & Test 4) ▪ Understand and appreciate the applications of various tools and techniques of managerial economics (Assignment and Test 1) ▪ Develop abilities of applying the tools, techniques and models in resolving real life business problems (Assignment & Test 3) 				
Pedagogical approach Pedagogical approach consists of classroom teaching and participation; interactive sessions; case study discussion, students' presentation.				
Materials Textbooks and Readings: <ul style="list-style-type: none"> ▪ Dominick S., (2012), Managerial Economics, 7th Ed., Oxford University Press. ▪ Karl Case, Ray Fair, and Sharon Oster, Principles of Economics. 12th edition ▪ Frank, R. and B. Bernanke (2004), Principles of Economics, 2nd Ed., Tata McGraw Hill ▪ Dominick S., (2009), Principles of Microeconomics, International Version, 5th Ed., Oxford University Press. ▪ Varian, H. R., (2006), Intermediate Microeconomics, 8th ed. W. W. Norton & Company ▪ Sen, A., (2006), Microeconomics – Theory and Applications, 2nd Ed., Oxford University Press. ▪ Pindyck, R. S., D. J. Rubinfeld and P. L. Mehta (2009), Microeconomics, 7th Ed., Pearson Education, India. ▪ Martin J. Osborne (2004), An Introduction to Game Theory, Oxford University Press, New Delhi. 				
Additional information (If any): Attendance Attendance will be taken on a regular basis, and it is expected that all students attend ALL sessions.				
Student responsibilities: Attendance, feedback, discipline etc.				

Prepared by: Dr. Gopal K Sarangi

Course reviewers:

1. Prof. Sajal Ghosh, Professor of Economics, MDI, Gurgaon
2. Prof. Ranjan Kumar Ghosh, Assistant Professor of Economics, IIM Ahmedabad

Course title: Marketing Management				
Course code: PPM 196	No. of credits: 3	L-T-P: 35-08-04	Learning hours: 45	
Pre-requisite course code and title (if any): None				
Department: Policy & Management Studies				
Course coordinator(s): Dr. Shruti Sharma Rana		Course instructor(s): Dr. Shruti Sharma Rana		
Contact details: shruti.rana@terisas.ac.in				
Course Type: Core		Course offered in: Semester 1		
Course Description This is a core course in Marketing meant to build a foundation for students in the MBA Program. Marketing is a critical function that determines the health of an organization. Marketing is the set of activities designed to scan and identify market opportunities and plan to design price, promotion and the distribution of products, services and ideas that satisfy the needs of chosen target market(s). The Marketing Manager uses his range of marketing tools to transform the identified opportunities in a manner that achieves the organizational objectives.				
Course objectives This course is a fundamental course on marketing and develops the basic analytical skills, conceptual abilities, and substantive knowledge in marketing concepts like the marketing mix in a variety of real-life marketing situations. The objectives are: <ul style="list-style-type: none">▪ To provide an in-depth understanding of the marketing process▪ To give students an appreciation of the global and domestic marketing environment.▪ To develop conceptual understanding of the STP process in the Indian environment.▪ To learn about all the elements of the marketing-mix▪ To sensitize the students about new developments like Multichannel and Omni channel marketing▪ To develop the ability to formulate a marketing plan				
Course content				
Module	Topic	L	T	P
1	Introduction: Marketing concepts and philosophies. Evolution of Marketing. Marketing Myopia What Business Are You In: Theodore Levitt HBR October 2006? (Marketing Myopia) Concept of Marketing Mix Marketing Plan The sixth P of Marketing The changing face of Marketing Mix.	6	0	0
2	Strategic Marketing; PEST analysis Porter's Generic Strategies Michael Porter's Big Ideas Application and Evaluation of Strategy BCG Matrix, GE 9 Cell model Nokia's Strategy Derrick's Ice Cream Company Understanding Customer – Customer Value What have you done for me lately? Customer loyalty and satisfaction Why satisfied customers defect.	6	2	2
3	Consumer Behavior: Defining Consumer Behavior - Scope of Allocation of Consumer Behavior - Why Study Consumer Behavior - Evolution of Consumer Behavior as a Field of Study and Its Relationship with Marketing: Behavior Dimension - The Interdisciplinary Nature of Consumer Behavior	4	2	0
4	Segmenting the consumer markets Basis of segmentation Product diff and market segmentation strategies Targeting and positioning Lessons from faded Levi Strauss We try harder Dealing with competition Marketing warfare Guerilla marketing Gaining competitive advantage Kodak Vs. Fuji	6	1	0

5	Introduction to brands and Brand Management. customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, The Four Steps of Brand Building; Brand Positioning: Identifying and implementing brand positioning, Points of Parity, Points of Difference, Brand Audits.	5	2	0
6	Pricing Strategies Distribution Strategies Retailing Promotion Strategies Integrated Marketing Communications IMC. New Age Marketing concepts. Message evolution by McDonald's in India Services Marketing	6	1	2
	TOTAL	35	8	4

Important Sessions to Remember – (Remember no ‘make-ups’ allowed for any component) Session 21: Mid Term Test, Session 39: Submission of the group project report, Session 44-46: Group Presentation on the project

Evaluation criteria

- **Test 1: Class participation** 10% (Based on attentiveness and active participation during the entire course)
- **Test 2: News presentations** 10% (To pick and critically present latest news about marketing activities done by any company)
- **Test 3:** 20% (Written exam after completion of 16 sessions –to test the understanding of concepts of marketing, strategic planning and consumer behavior)
- **Group Project** 20% (To develop the Marketing Plan for a product / service and apply all the knowledge of marketing gained throughout the course. Report to be submitted at the end of 28 sessions and presentation in the last 2 sessions)
- **Major Exam 5: Written Test** 40% (Written examination covering the entire course)

Group Project: Marketing News Presentation and Creating a Marketing Plan

Each group should be prepared to make a presentation of news related to marketing gathered over one week prior to its turn to present in the class.

Each group needs to select one product category from the suggested list. No overlap of product category within each section is permitted. Your group may take the perspective of an organization that is either a leader in the category or a follower or a new entrant.

Prepare a detailed report on the project. The report should be submitted in soft copy on my email.

Each group should be prepared to make a presentation project in the class. Time limit is 15 minutes per group.

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

- a problem definition statement, which identifies the key issues facing management (not more than a few lines);
- the objectives
- alternative plan of action
- an analysis section which synthesizes and integrates the answers to the key questions for the case, but does not repeat the facts themselves, and presents logical arguments in defense of both the problem definition and the recommended solution;
- a set of detailed recommendations and suggestions for their implementation, including how to overcome any potential issues of implementation identified by the analysis.

Learning outcomes:

After attending this course, students will be able to:

- Develop an understanding of the role of marketing in the success of an organization (News presentation, Mid Term exam)
- Develop an ability to identify and assess strategic choices in marketing (Mid Term exam, End Term exam)
- Be able to propose innovative solutions to customer needs and continuous improvement of offerings (News presentation, Group Project)
- Be able to develop the Marketing Plan for any organization (Group Project, End Term exam)

Pedagogical approach

- Interactive Lectures
- Case discussions and presentations
- News crunching

Materials:

- **Text Book:** Marketing Management by Philip Kotler, Kevin Keller, Pearson, New Delhi, 15th edition 2016,

ISBN:978-81-317-3101-7

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

Additional information (If any): None

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

Prepared by: Dr. Shruti Sharma Rana

Course reviewers:

1. Dr.Ruchi Khandelwal, Amity University, Noida
2. Dr.Shampy Kambhoj, NIT Hamirpur

Course title: Corporate Governance and Business Ethics				
Course code: PPM 201		No. of credits: 3		L-T-P: 36-6-6
Learning hours: 48				
Pre-requisite course code and title (if any): None				
Department: Policy & Management Studies				
Course coordinator(s): Dr. Vidhi Madaan Chadda			Course instructor(s): Dr. Vidhi Madaan Chadda	
Contact details: vidhim.chadda@terisas.ac.in				
Course Type: Core			Course offered in: Semester 1	
Course Description <p>The Enron and WorldCom implosions, that were discreet events involving fraud and loss to shareholders, employees and pensioners resulted in changes in policy and legal framework like the enactment of the Sarbanes-Oxley Act, 2002. This marked a significant increase in interest in the field of corporate governance.</p> <p>The subsequent Global Financial crisis of 2007-2009 which resulted in various governments spending billions of taxpayer money in bail-out packages to business organizations has led to a view that corporate governance reforms need to be much more profound and, possibly, even intrusive and has resulted in a debate on the role to be played by the state, as a regulator, in ensuring good governance. The impact of corporate mis-governance is quite significant and extends far beyond the affected organization; therefore, corporate governance has fast emerged as a significant academic discipline in the last few decades and today occupies a significance presence in the curricula at business schools.</p> <p>Even though corporate governance reforms in India are of recent origin they are increasingly occupying centre stage in discussions. While the reform process got a kick start with the liberalization of the Indian Economy in the 90s and the progress in legislating and introducing corporate governance reforms in India in the last two decades has been quite significant, their effectiveness continues to be a matter of considerable debate.</p> <p>Corporate India has also had its share of governance scams with Satyam, which has been described as India’s Enron, being the most notable one.</p> <p>The Companies Act, 2013 ushered in the new regime of corporate governance in India through enhanced disclosures, transparency and good governance. Further, with the evolving framework for responsible business in the country it becomes incumbent to acquaint the participants with the theoretical and practical aspects of corporate governance.</p>				
Course objectives <p>Given that effective corporate governance is crucial to a successful and sustainable corporate enterprise and also the fact that it is an evolving discipline, this course would help the participants to:</p> <ul style="list-style-type: none">Understand the theoretical underpinnings of ethics and governance for businesses.Appreciate how developments in corporate governance have been evolved and trace the history of developments in this field- internationally and in India.Analyse the models and frameworks that exist globally and domestically for corporate governance.Critically examine the roles, responsibilities, obligations, liabilities and effectiveness of boards of directors, management, shareholders, regulators and other corporate stakeholders with specific reference to the challenges that are faced in a business environment.				
Course content				
Module	Topic	L	T	P
Module 1: Introduction and Conceptual framework	Introduction to the course and discussion on the pedagogy, readings, evaluation pattern.	1	0	0
	Ethics, Morals & Values: Concepts of Utilitarianism and Universalism; Values & Value Orientation of the Firm; Theories and major sources of ethical values in business.	2	0	0
	The Theoretical Framework (s) for corporate governance: Agency Theory; Stakeholder Theory; Stewardship Theory: Resource Dependency Theory; Gandhian concept of Trusteeship.	4	0	0
	Corporate Governance: Why governance? The Global Financial Crisis of 2007-09: Its Antecedents and Consequences –the increasing relevance of Corporate Governance. Ethical Perspective to Corporate Governance. Ancient Indian Connections; History of Corporate form and models; Corporate Objectives and goals: Ownership pattern: Issues in managing public limited	5	0	0

	firms; Agency problems.			
	Corporate Governance Mechanisms Internal Corporate Governance Mechanism: Board of Directors; Functional Committees of Board; Code of conduct, whistle blowers; Board and Committee Assurance Providers and Other Advisors; External Corporate Governance Mechanism: Regulators, Gate keepers, Institutional Investors, Corporate raiders. Auditing, Internal Controls and Compliance	5	0	0
Module 2: Framework for Ethical and Responsible business	Principles of ethical conduct, ethical dilemma, how corporations manage ethics. Companies as a 'good' corporate citizen; Responsible business paradigm. Ethics v. social responsibility of business, Adoption and model of CSR agenda. Responsible business strategies, policies and practices. Multinational Corporations, ethics and responsible business. Principles of GBS Codex, The United Nations Global Compact, Responsible business reporting frameworks.	5	0	0
Module 3: Global Perspectives and Practices on Corporate Governance	Global Corporate Governance models; Anglo- Saxon model other models (Germany & Japan); Emergence and emerging trends of corporate governance in the US & UK; Cadbury Report, OECD Committee Recommendations; The Sarbanes Oxley Act. Case Study: Enron	4	0	2
Module 4: Corporate Governance in India: Emergence and Trends	Colonialism and emergence of corporate sector in India, Developments post-independence 50s to 90s; developments in Corporate Governance in India in nineties and 2000s; CII, Kumara Mangalam Birla, Narayana Murthy, Naresh Chandra, JJ Irani, Kotak Committee reports; Legal and Regulatory reforms; introduction and implication of Clause 49; The Companies Act, 2013: Key features, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and recent developments.	5	0	0
	Challenges for Corporate Governance in India: The role of the dominant shareholder; legal rights and enforcement; differences in cultural and political factors and their impact on the CG framework; Corporate Governance in family-owned companies. Role of board committees, managerial remuneration, Efficacy of auditors, 'Independence' of independent directors, Reporting and Disclosures. Contemporary challenges and future direction for corporate governance. Case studies: Satyam Tata-Mistry IL&FS	4	2	4
	Group presentations	0	4	0
	TOTAL	36	6	6

Evaluation criteria:

Test 1:	Assignment	– 25%
Test 2:	Group Presentation	– 25%
Major Exam:	Written Test	– 50%

Learning outcomes:

By the end of this course, the students would have:

- Developed an understanding of the conceptual framework for Business Ethics & Values and appreciate ethical issues and concerns that arise while taking decisions in personal and corporate life.
- Understood the various theoretical frameworks on which corporate governance theories are premised.
- Appraised the emergence of corporate governance models and frameworks as they have evolved internationally.
- Understood the specific roles, responsibilities, reporting obligations, liabilities and effectiveness of boards of directors, management, shareholders, regulators and other corporate stakeholders in good governance in organizations.
- Appreciate the challenges that are specific to the Indian context and understand why transplanting

<ul style="list-style-type: none"> ▪ western concepts of corporate governance to the Indian setting may not give the desired solutions. ▪ Identify the direction for future corporate governance reforms.
<p>Pedagogical approach</p> <p>The pedagogy used for the course would be a blend of learning in the class room and then applying theory to the analysis of encapsulated situations (case studies), group discussions and project assignments. In this course Learning is not intended to be a one-way transmission of information through lectures and the course is designed to be very practical and supported by strong theoretical foundations. Students would be encouraged to be constructively critical of the assumptions, arguments, positions, the status quo and prevailing theories of corporate governance presently put forward by regulators, academics and other stakeholders. The objective of the pedagogy to be followed is, therefore, to develop the student into an engaged, critically reflective practitioner, who is not necessarily engaged only in quiet self-reflection, but is social, action- oriented and is able to analyze the dominant thinking in this field. Through reflection, students would acquire new (and hopefully more powerful) understanding and appreciation of the phenomenon of corporate governance, individually and in concert with their colleagues.</p> <p>The contact sessions for this course would be broadly organized as:</p> <ul style="list-style-type: none"> ▪ sessions for Class Room Lecture given by the course Instructor that would expound and package the theory and concepts with illustrations and relate with real life examples; ▪ sessions of Case Discussion, facilitated by the course Instructor and/or Guest Speakers with dynamic student interaction to simulate, apply and illustrate any given concept, theory or argument; ▪ sessions of Group discussion and Presentation, led by students, under the supervision of the course Instructor, to communicate, draft and develop the concepts, theory and arguments and make presentations in the class.
<p>Materials:</p> <ul style="list-style-type: none"> ▪ Bhattacharyya, A.K. (2016). Corporate Governance in India: change and continuity. Oxford University Press. ▪ Fernando, A.C. (2009). Corporate ethics, governance and social responsibility: Percepts and practices. Dorling Kindersley Pvt Ltd. Pearson ▪ Fernando, A.C., Satheesh, K.P. et.al. (2018). Corporate Governance: Principles, Policies and Practices. (3rd ed.). Dorling Kindersley Pvt Ltd. Pearson. ▪ Fernando, A.C., Muralidharan, K.P. et.al. (2019). Business Ethics: An Indian perspective. (3rd ed.). Dorling Kindersley Pvt Ltd. Pearson. ▪ Indian Institute of Corporate Affairs. (2015). Corporate Governance. Taxmann Publications Ltd. ▪ Steiner, J.F. & Steiner, G.A. (2012). Business, Government and Society: Texts and Cases. (12th ed.) McGraw Hill (India) Pvt. Ltd. ▪ Valasquez, M. G. (2011). Business Ethics: Concepts and Cases (7th ed.), USA: Prentice Hall. ▪ These texts will be supplemented with additional teaching aids such as academic papers, cases and research studies in this field.
<p>Additional information (If any): None</p>
<p>Student responsibilities:</p> <p>Attendance, Pre-reading, Class participation, Presentation, Assessment and Feedback.</p>

Prepared by: Dr. Vidhi M Chadda

Course reviewers:

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2. Prof. Kiran Rai, Maharashtra National Law University, Mumbai