List of Subjects for Coursework that may be offered for Doctoral Program (June/July 2019) in Management

SL/No	**Domain/Specialization**	**Basic Courses**	**Advanced Courses**
1	General Management		Entrepreneurship
2	Marketing	Marketing Management	Services Management
3	Marketing		Digital Marketing
4	Human Resources	Organizational Behavior	Organizational Culture
5	Finance	Corporate Finance	Behavioral Finance
6	Finance		Financial Markets & Portfolio Management
7	Operations Management	Quantitative Methods For Management	

<table>
<tr><td>Nature</td><td>Area</td><td colspan="2">Semester</td></tr>
<tr><td>Elective</td><td>Finance</td><td colspan="2">Ph.D</td></tr>
<tr><td rowspan="3">Subject Code:</td><td rowspan="3">Subject Name:

BEHAVIORAL FINANCE</td><td colspan="2"></td></tr>
<tr><td>CIE</td><td>50</td></tr>
<tr><td>SEE</td><td>50</td></tr>
</table>

The ***key goal of this course*** is to provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance. The course is focused on the specific features of decision-making process in a market that is not strongly efficient.
To follow this course the course of corporate finance is a *prerequisite*.

Course Objectives

– Bounded rationality concept;
– main assumptions and ideas of prospect theory;
– theoretical and empirical foundations and challenges to the efficient market hypothesis;
– key behavioral biases of individual and professional investors;
– key anomalies in the markets proving the behavioral biases;
– key behavioral biases of top managers.

Course Outcome

- compare expected utility theory with the prospect theory;
- explain and demonstrate using empirical data the challenges to the efficient market hypothesis;
- explain the nature and forecast the consequences of key behavioral biases of investors;
- Describe the process of behavioral biases contribution to the asset prices models;
- Describe how behavioral biases of managers affect the decision-making process in a corporation.

Course outline

Unit 1	

Behavioral finance: introduction.

Psychology and market people. Investors, portfolio managers, analysts: are they rational? Bounded rationality in real market conditions.Decision-making process and behavioral biases.Simple experiments on anchoring.

Efficient market hypothesis (by Fama).

Theoretical foundations of efficient market hypothesis (EMH).3 steps of efficient market hypothesis.Rational investors. Irrational investors: number and the correlation of trading strategies. The case with correlated trading strategies: arbitrage & close substitutes. The future of irrational investors.

Empirical tests of efficient market hypothesis. Testing quick and correct price reactions to the news. Testing no reaction of asset prices to no news. The value of stale information.3 forms of EMH.

First glance proofs of insider trade. Making money on insiders' information (Seyhun, 1998). How to test the semi-strong form of EMH? Event-study as one of the key tests of price reaction to news.Price trends and reversals according to semi-strong form of EMH.Testing the absence of significant reaction to non-news (Scholes, 1972).Price reaction to block sales.Substitution effect.

Unit 2	

Failing EMH.Evidence of motivating phenomena.

Theoretical challenges to the EMH. Empirical challenges to EMH. Insider information and corporate scandals. Return predictability in the stock markets. Seasonal anomalies.January effect.Common risk factors in the returns on stocks and bonds (Fama and French, 1993). Stock prices overreaction and correction (De Bondt et al., 1985; Stein, 1989). Orange juice and weather by Roll (1984).

Behavioral economics and finance: prospect theory and asset pricing.

Prospect theory (Kahneman, Tversky).Bounded rationality.Expected Utility theory vs. prospect theory. Probability weighing function: $\pi(p)$ instead of p. What does the introduction of the weighing function mean? The weight of small probabilities.Lotteries as an example of overweighed probability.The weight of large probabilities.Parametrization of utility function.Risk-taking behavior. Endowment effect: experiments. Sentiment and asset pricing.

Heuristics and behavioral biases of investors.

The most popular bias in day-to-day discussion: Anchoring bias. Limited attention, storing and retrieving information, availability bias.Familiarity bias (Health &Tversky, 1991).Risk preference, framing bias.Mental accounting (Tversky&Kahnemann, 1992).Representativeness (Tversky&Kahnemann, 1974). Ambiguity aversion (Ellsberg, 1961). Overconfidence and excessive trading (Griffin &Tversky, 1992).The analysis of potential consequences.

Unit 3	

Behavioral corporate finance.

The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing.

Second level: less than rational managers. Behavioral biases of managers. Capital structure choice: behavioral aspects. Investment policy: real investments and M&A deals.

Unit 4	

Demonstrating behavioral biases in action:

Information Screening Biases

Information Processing: Bayesian Decision Making, Heuristics and cognitive biases

Forecasting Biases

Herding and Investment Styles

Emotion and Neuroscience

Group Behavior: Conformism, herding, fatal attractions

Investing Styles and Behavioral Finance

Unit 5	

Additional Topics:

1. Inside Information following Seyhun, 1998.
2. The Irrationality Illusion: A New Paradigm for Economics and Behavioral Economics
3. The Effect of Word-of-Mouth Communication on Stock Holdings and Trades: Empirical Evidence From an Emerging Market.
4. The New York Times and Wall Street Journal: Does Their Coverage of Earnings Announcements Cause “Stale” News to Become “New” News?
5. Personality following Durand et al., 2013.
6. Investor Rationality and Financial Decisions following Cohen &Kudryavtsev, 2012
7. Do the options markets really overreact?
8. Does Prospect Theory Explain the Disposition Effect?
9. Testing Alternative Theories of Financial Decision Making: A Survey Study With Lottery Bonds.
10. Risk Aversion and Personality Type following Filbeck et al., 2010.
11. The genetics of investment biases.
12. Investor Optimism, False Hopes and the January Effect.
13. The Influence of Gender on the Perception and Response to Investment Risk: The Case of Professional Investors.
14. Prior Perceptions, Personality Characteristics and Portfolio Preferences among Fund Managers: An Experimental Analysis
15. Influencing Financial Behavior: From Changing Minds to Changing Contexts.
16. The Less You Know, the More You Are Afraid of—A Survey on Risk Perceptions of Investment Products.
17. Do investors overweight personal experience? Evidence from IPO subscriptions.
18. Investor sentiment and the cross-section of stock returns.
19. Who makes acquisitions? CEO overconfidence and the market’s reaction.
20. Do stock mergers create value for acquirers?

ReferenceBooks :

Reading material consists of 3 key books and a large number of articles from top finance journals (the list by topics is provided below).

1. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
2. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
3. HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.

Additional reading

Module 1 Additional Reference :

Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
Kahneman, D. and Tversky, A. (1984). "Choices, Values, and Frames". American Psychologist 39 (4): 341–350.
HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.

Richard Thaler, (1991) Quasi-Rational Economics, Russell Sage Foundation Press.
Gary Belsky and Thomas Gilovich, (1999) Why Smart People Make Big Money Mistakes, Simon and Schuster.
Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.
Kahneman, D.; Tversky, A. (1979). "Prospect Theory: An Analysis of Decision under Risk". Econometrica 47 (2): 263–291.
CFA Level 3 Schweser Notes, 2014.

Module 2 Additional Reference

Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
Fama, E. F. (1970). Efficient capital markets: a review of theory and empirical work. Journal Of Finance, 25(2), 383-417.
Fama, E. F. (1991). Efficient Capital Markets: II. Journal of Finance, 46(5), 1575-1617.

Fama, E. F. (1965). Tomorrow on the New York stock exchange. Journal of Business, 38(3), 285-299.
Fama, Eugene F, et al, 1969. "The Adjustment of Stock Prices to New Information," International Economic Review, 10 (1), 1-21.
Friedman, Milton, 1953. Essays in Positive Economics, Chicago.
KEOWN, ARTHUR J. and JOHN M. PINKERTON. (1981). Merger Announcements and Insider Trading Activity: An Empirical Investigation. The Journal of Finance, 36.
Scholes, Myron S, 1972. "The Market for Securities: Substitution versus Price Pressure and the Effects of Information on Share Prices," The Journal of Business, University of Chicago Press, vol. 45(2), pages 179-211, April.
Seyhun, H. (1998). Inside Information. Financial Planning, 28(11), 114.

Module 3 Additional Reference

Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.
Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
Fama, Eugene F.; French, Kenneth R. "The Corporate Cost of Capital and the Return on Corporate Investment," Journal of Finance. Dec1999, Vol. 54 Issue 6, p1939-1967.
De Bondt, W. F. M. and Thaler, R. (1985), Does the Stock Market Overreact? The Journal of Finance, 40: 793–805.

Diz, F. and Finucane, T. J. (1993), Do the options markets really overreact? J. Fut. Mark., 13: 299–312.
Roll, Richard, (1984), Orange juice and weather // The American Economic Review, 74 (5), pp. 861-880.
Stein, Jeremy, (1989), Overreactions in the Options Market // The Journal of Finance, 44, 1011-1023.
Daniel, Kent and Sheridan Titman, 1997, "Evidence on the characteristics of cross sectional variation in stock returns", Journal of Finance 52(1), 1-33.
Lakonishok, Josef, Andrei Shleifer, and Robert W. Vishny, 1994, "Contrarian investment, extrapolation, and risk", Journal of Finance 49(5), 1541-1578.

Module 4 Additional Reference

Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
Kahneman, D. and Tversky, A. (1984). "Choices, Values, and Frames". American Psychologist 39 (4): 341–350.
Kahneman, D.; Tversky, A. (1979). "Prospect Theory: An Analysis of Decision under Risk". Econometrica 47 (2): 263–291.
Baker, Malcolm and Jeffrey Wurgler, 2006, "Investor sentiment and the cross-section of stock returns", Journal of Finance 61(4), 1645-1679.

Barberis, Nicholas, Ming Huang and Tano Santos. "Prospect Theory And Asset Prices," Quarterly Journal of Economics, 2001, v116 (1, Feb), 1-53.
Lakonishok, Josef, Andrei Shleifer, and Robert W. Vishny, 1994, "Contrarian investment, extrapolation, and risk", Journal of Finance 49(5), 1541-1578.
Tversky, D.; Kahneman (1991). "Loss Aversion in Riskless Choice: A Reference Dependent Model". Quarterly Journal of Economics 106 (4): 1039–1061.

Basic literature:

Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.
Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
Heath, C., &Tversky, A. (1991). Preference and belief: Ambiguity and competence in choice under uncertainty. *Journal of Risk and Uncertainty, 4,* 5–28.
Tversky, D.; Kahneman. (1974). Judgment under Uncertainty: Heuristics and Biases // Science 27: 185 (4157), 1124-1131.
CFA Level 3 Schweser Notes, 2014.

Ellsberg, D. (1961). Risk, ambiguity, and the Savage axioms. *Quarterly Journal of Economics, 75,* 643–669.
Cronqvist, H., Siegel, S. (2014) The genetics of investment biases // Journal of Financial Economics 113, pp. 215-234.
Kaustia, Markku and SamuliKnüpfer, 2008, “Do investors overweight personal experience? Evidence from IPO subscriptions”, Journal of Finance 63(6), 2679-2702.

Module 6 Additional Reference

Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.
Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.

Baker, Malcolm, and Jeffrey Wurgler, 2000 , “The equity share in new issues and aggregate stock returns”, Journal of Finance 55(5), 2219-2257.
Barberis, Nicholas &Thaler, Richard, 2003. "A survey of behavioral finance," Handbook of the Economics of Finance, in: G.M. Constantinides& M. Harris & R. M. Stulz (ed.), Handbook of the Economics of Finance, edition 1, volume 1, chapter 18, pages 1053-1128 Elsevier.
Malmendier, Ulrike, and Geoffrey Tate, 2008, “Who makes acquisitions? CEO overconfidence and the market’s reaction”, Journal of Financial Economics 89(1), 20-43.
Savor, Pavel G. and Qi Lu, 2009, “Do stock mergers create value for acquirers?”, Journal of Finance 64(3), 1061-1097.

<table>
<tr><th>Nature</th><th>Area</th><th colspan="2">Finance</th></tr>
<tr><td rowspan="3">Core Course</td><td rowspan="3">CORPORATE FINANCE</td><td colspan="2">PhD Course Work</td></tr>
<tr><td>CIE</td><td>50</td></tr>
<tr><td>SEE</td><td>50</td></tr>
</table>

Course objectives:

The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation. The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment. The course covers basic models of corporate capital valuation, investment projects analysis, capital structure. The course is focused on developing skills in analyzing corporate behavior in capital markets and the relationship of agent and principal in raising funds, allocating capital and distributing returns. It provides necessary knowledge in evaluating different management decisions and their influence on corporate performance and value. The course requires the knowledge in micro and macroeconomics, accounting and banking.

Module 1: Introduction to Corporate Finance

The advantages of corporate firm over the sole traders and partnerships. The life-cycle of the corporation at the capital market: funds raising, investing and benchmarks, returning money to investors at the capital market. The functions of corporate financial manager. The role of capital market in explaining corporate performance: main assumptions.

The differences between financial model of corporate analysis and accounting model: the concept of cost and profits, the concept of money measurement, the concept of return and corporate performance measurement. The value creation and building blocks in corporate finance. The mission of Chief Financial Officer of the Corporation (CFO). The role of corporate finance in building financial model of the firm. Corporate Finance and proper financial analysis of any firm in market economy.

Module 2: Fundamentals of Corporate Capital Valuation: Corporate Debt Capital

The yield curve. Spot rates and forward rates. Defining forward rate from the yield curve. The term structure of interest rates: theoretical explanation. The role of term structure of interest rates in constructing tracking (replicating) portfolio for Corporate Bonds. Intrinsic value of stand-alone bond. Discounted cash flow valuation of corporate bonds. Corporate bond's types. Bond’s covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond’s valuation. Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond’s rating and yields to maturity.

Module 3: Fundamentals of Equities Valuation: Preferred and Common Stock

Types of preferred stock by voting rights, dividend rates and dividend payments. Discounted dividend model (DDM) for preferred (preference) shares. Discounted dividend model for common stock (ordinary shares): the criteria for stable growing company, Gordon constant growth dividend rate model. Multistage DDM: 2 stages dividend growth, negative rate of dividend growth. Growth opportunities value. The limitations of DCF valuation.

Module 4: Corporate Investing Policies and Value Creation: The Analytical Toolkit for Riskless Projects

Risk-free investment project: Competitive advantage and value creation. Incremental cash flows and incremental value. Net present value rule, its assumptions and value additive rule. The sources for positive net present values. Internal rate of return (IRR) and financial approach to corporate return analysis. The limitations of IRR. Modified IRR. Discounted payback (DPB). Profitability index (PI). Economic value added (EVA) and economic profit generated by the project. EVA versus NPV. Capital budgeting in inflationary environment: nominal approach, real terms approach.

Module 5: Corporate Investing Policies and Value Creation: Traditional Analytical Tool Kit for Risky Projects

Risky projects: The risk- adjusted discount rate method in capital budgeting decisions. Certainty equivalents cash flows and their use in risky project’s analysis. Valuation of risky projects: sensitivity analysis, simulation, decision trees.

Module 6: Capital Structure Choice and Corporate Value

The assumptions of Modigliani & Miller theorem on capital structure. The arbitrage argument and replicating portfolio of investor in M&M world. The M&M propositions I and II. The cost of capital: traditional and M&M approaches. The propositions I and II with corporate income taxes. The effect of personal taxes on capital structure. Miller equilibrium for the firm and for the investor. Financial distress’ direct and indirect costs. Debt holder - equity holder conflicts: debt overhang problem, shareholder's incentives, the ways to minimize the conflicts. The trade-offs theory of capital structure. The pecking order of financing theory. The stakeholders’ theory of capital structure. The dynamic capital structure theory versus static. The information conveyed by financing choices decision. Signaling concept of capital structure.

Module 7: Capital Market Benchmarking: Corporate Cost of Capital.

Patterns of corporate financing. The many kinds of debt financing. The corporate cost of debt. The debt tax shield. Equity financing. The corporate cost of retained earnings. The issuance of new equity and corporate cost of equity. The weighted average cost of capital (WACC) and corporate hurdle rate. Corporate cost of capital and financial leverage. Asset beta. Levered equity beta. Hamada adjustment to equity beta, its assumptions and limitations. The WACC and the principles of corporate return analysis. Economic profit analysis with corporate hurdle rate: the spread. The volume of financing and the marginal corporate cost of capital.

Module 8: Financial Modeling for Optimal Capital Structure

Adjusted present value (APV): base case value, side effects values, multiple discount rates. Advantages of APV for capital budgeting and valuation. The criteria for optimal capital structure. The rating (WACC) approach to optimal capital structure analysis: the assumptions, the method, the limitations. The adjusted present value approach (APV) to optimal capital structure analysis: the assumptions, the benefits and implications. The target capital structure. The operating income approach to planning for optimal capital structure. Factors affecting the target capital structure: macroeconomic, microeconomic and firm's specific factors. The decision-making on capital structure.

Module 9: Dividend Policy and Corporate Value: Theory and Evidence

Types of dividend: cash dividend, scrip dividend, forms of share repurchase. The Modigliani & Miller dividend irrelevance theorem. The effect of market imperfections (taxes and transaction costs) on dividend policy. The effect of market frictions on distribution policy. The dividend controversy. The rightist's concepts of dividends. Clientele theory: assumptions, empirical evidence. Signaling theory of dividends: the information content of dividends, dividends as mixed signal, empirical evidence. The leftists on dividend policy. Lintner stylized facts modelling. Empirical research on distribution policies.

Module 10: Corporate Risk Management and Value Creation

Risk and the M&M theorem. The motivation to hedge. Hedging and the firm's stakeholders. The methods of interest rate risk management. Foreign exchange risk management. Application of risk management to industrial firms.

Recommended books –

- Brealey R.A., Myers S.C. Principles of Corporate Finance. 6th edition. McGraw Hill.
- Grinblatt/ Titman. Financial Markets and Corporate Strategy. McGraw Hill.- G&T
- Ross S., R.Westerfield, J.Jaffe. Corporate Finance. Fifth Edition. IRWIN-McGraw-Hill.
- Copeland T. and Weston J.: Financial Theory and Corporate Policy. 1998
- Damodaran A. Applied Corporate Finance. Wiley&Sons. 1999
- Trigeorgis L. Real options. Managerial Flexibility and Strategy in Resource Allocation.The MIT Press. Cambridge. 1999
- Copeland T., Antikarov V. Real Options: a Practitioneer's Guide. Texere. New York. London. 2001
- The New Corporate Finance. Where Theory Meets Practice. Ed. by D.H. Chew, Jr. McGraw-Hill. 1999
- Megginson, W. L., Corporate Finance Theory. Addison&Wiley, 2001
- Smith B. The Modern Theory of Corporate Finance. IRWIN-McGraw-Hill.1997
- Benninga F., Sarig D. Corporate Finance: a Valuation Approach. IRWIN-McGraw-Hill.
- Frantz, P. and R. Payne. Study Guide. Corporate Finance. First Edition. 1999.
- Journal of Corporate Finance
- Journal of Finance
- Journal of Financial Economics
- Journal of Applied Corporate Finance
- Journal of Banking and Finance
- Emerging Markets Review

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Fundamentals of Digital Marketing	

UNIT:1 – Module 1: Understanding of Ecommerce : Understand the meaning of E-Commerce as a whole Industry perspective. The importance of E-Commerce in a digital economy, Various trends of e-commerce and its influences.
Module 2: Definition of digital marketing; origin of digital Marketing, Traditional VS Digital Marketing
Benefits of Digital marketing e.g. reach, scope, immediacy, interactivity

UNIT:2 – Module 3: The internet micro- and macro-environment, Internet users in India
Module 4: The internet marketing mix: product and branding; place e.g. channels, virtual organizations; price e.g. auctions; promotions; people; processes; physical evidence;
Module 5: Digital marketing tools/e-tools; the online marketing matrix including business and consumer markets; the online customer
UNIT:3 - Module 6: Interactive order processing: choosing a supplier; selecting a product; check stock availability; placing order; authorization of payment; input of data; data transfer; order processing; online confirmation and delivery information; tracking of order; delivery; data integrity and security systems;

UNIT:4 - Module 7 : Search engine marketing *(SEM)*: definition of SEM, definition of search engine optimization (SEO); advantages and disadvantages of SEO; best practice in SEO
Module 8 : Paid search engine marketing, pay per click advertising (PPC); landing pages; long tail concept; geo-targeting e.g. Google Ad Words; opt in email and email marketing
Module 9 : Market research,
Module 10: Customer relationship Marketing
Module 11: Internet communities
UNIT:5 –
Module 12: Design digital marketing plan, SWOT, situational analysis, key performance Indicators in internet marketing, Digital Landscape, P-O-E-M Framework
Module 13: Segmenting and Customising Messages
Module 14: Digital Advertising Market In India

TEXT BOOKS / REFERENCES:

- Digital Marketing by Seema Gupta (IIM-B)
- Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey & Fiona Ellis-Chadwick
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan and Calvin Jones

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Entrepreneurship	

UNIT:1 – Module 1 : Understanding entrepreneurial frameworks
Module 2 : Creating a compelling value proposition for your customers
Module 3 : Evaluating the market and addressable opportunity

UNIT:2 – Module 4 : Researching and testing the market
Module 5 : Beating the competition
Module 6 : Leveraging network and building team

UNIT:3 - Module 7 : Acquiring first customers and defining go-to-market strategy
Module 8 : Building a profitable business model
Module 9 : Growth drivers and financial projections

UNIT:4 - Module 10 : Structuring your legal entity, contracts, and IP protection
Module 11 : Negotiating investment
Module 12 : Preparing the Business plan

.
UNIT:5 – Module 13 : Preparing killer pitch decks
Module 14 : case analysis and synthesis

TEXT BOOKS / REFERENCES:

References:

Entrepreneurship –Successfully launching new ventures –third edition – Bruce R. Barringer, R. Duane Ireland – Pearson
Entrepreneurship & Small Business- Start –Up, Growth & Maturity, - Third Edition, Paul Burns – Palgrave Macmillan
Product Management – Donald R.Lehaman, Russel.s. Winer, Tata McGrawhill edition

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Marketing Management	

UNIT:1 Explain the various elements of the marketing process
Evaluate the benefits and costs of a marketing orientation for a selected organization

UNIT:2 Show macro and micro environmental factors which influence marketing decisions
Market research to support decision making

UNIT:3 Consumer buying behavior studies
Propose segmentation criteria to be used for products in different markets
Choose a targeting strategy for a selected product/service

UNIT:4 Explain how products are developed to sustain competitive advantage
Explain how distribution is arranged to provide customer convenience
Explain how prices are set to reflect an organization's objectives and market conditions
Illustrate how promotional activity is integrated to achieve marketing objectives
Analyze the additional elements of the extended marketing mix.

UNIT:5 Illustrate differences in marketing products and services to businesses rather than consumers
Show how and why international marketing differs from domestic marketing

TEXT BOOKS / REFERENCES:

1. **Text books:** Business Essentials, Marketing Principles
2. Marketing - Michael .J.Etzel, Bruce J Walker, William J.Stanton, -
3. Principles and practice of Marketing 3rd European edition - Jobber, D
4. Principles of Marketing 3rd European edition - Philip Kotler

ADDITIONAL LEARNING SOURCES:

Journals – HBR, JMM, GULF Marketing Review, Marketing

Course Code	Financial Markets & Portfolio Management		
		CIE	**50**
		SEE	**50**

Course Objectives:

- To acquaint with the markets instruments and regulation
- investment decisions related to financial assets, risk and the returns involved, mitigation of risk by way of diversification.
- To know the functioning of security markets alongside the theories and concepts involved in portfolio management.
- To explore theories underlying securities prices and critically evaluate a stock analysis report.
- To analyze fundamental principles of equity rating and valuation models and principle methods of charting and technical analysis.
- To acquaint with the theoretical foundation of modern portfolio theory, their implications for portfolio construction and management and issues related to portfolio optimization.
- To understand and be able to apply equity and bond portfolio management strategies and portfolio performance evaluation methods

Unit 1	

Capital Market

Primary market, issues and participants, issue types and Issue process- secondary market, participants, trades, types of trade, participants, stock exchanges, regulators(SEBI)

Money Market

Structure – Organized and Un-Organized Market, Call Money Market, Bills market, Market for Government Securities., Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial Papers, Certificate of Deposit.
The role of merchant banker in money market

International Market

ADR, GDR and EDRs – Foreign Currency Borrowings – regulations

Unit 2	

Investment Concepts

Introduction - Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments. Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Stock markets guidelines on primary & secondary markets

Equity Valuation

Equity Valuation: Models -Valuation methods-dividend discount model, price earnings ratio, price book value ratio, Price-sales ratio, free cash flow model-EVA & MVA, minority interest and discounts.

Bond Valuation

Bond valuation - Strategic role of bond, Bond terminology, types of bonds, value of bond, Bond yield measures, bond price analysis, forecasting interest and determinants of interest rates, theories of interest rates, analysis of deep discount bond, analysis of convertible bond , analysis of tax shelter fixed investment avenues.

Unit 3	

Fundamental Analysis & Technical Analysis

Fundamental analysis - Objective and believes of fundamental analysis, frame work of fundamental analysis concepts of intrinsic value- Economic Analysis: Economic forecasting methods, Industry analysis and Company analysis. Technical analysis - Concepts of Technical analysis, Dow chart, PFC, Bar chart, Contrary opinion theory - Confidence index, RSA, RSI, Moving average, MACD, Japanese candle stocks

Market Efficiency

Efficient market hypothesis - Concept of efficiency of stock markets, forms of efficient market hypothesis, Empirical tests of efficient market hypothesis in Indian Market. Tests of efficient market hypothesis.

Unit 4	

Portfolio models

Markowitz diversification models of measuring market risk. A comparative analysis of Models. Sharp’s single index model - determination of corner portfolio - international diversification.

Asset pricing theories

Asset pricing theories – CAPM and Arbitrage pricing theories.

Unit 5	

Portfolio performance

Measuring and evaluating portfolio performance - Measures of return – Sharp's measures - Types measure-Jensen's differential return approach. Fama portfolio decomposition - performance evaluation of portfolio manager.Portfolio revision - active, passive strategies and formula plan.

Active Portfolio management

The Lure of Active Portfolio management – Objectives – Market Timing and Security Selection - Treynor Black Model Portfolio Construction.

Bond Portfolio Management

Fixed income portfolio management – Bond Risk management tools- types of risks, duration, immunization, convexity, term structure of interest rates, yield spread analysis.

Recommended books –

- Financial Markets and Services – Gordon &Natarajan, 7/e, Himalaya publishing, 2011.
- Financial Institutions and Markets L.M.Bhole – TMH, 5/e
- Financial Markets & Institutions—S.G. Guruswamy—Thomson Learning
- Investments Analysis and Portfolio Management –Pransanna Chandra – Tata Mcgraw Hill – 3rd edition.
- Investments – Bodie, Kane, Marcus and Mohanty– Tata Mcgraw Hill – 6th edition.
- Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
- Portfolio Management –S. Kevin – Prentice Hall India.
- Investment Management – V.K.Bhalla (S. Chand & Co)
- Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning
- Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson.

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Organizational Behavior	

UNIT 1: An overview Organizational Behavior	
1. The Organizational Behavior model and Approaches	
2. Managerial implications to Organizational Behavior	
3. Contemporary challenges for Organizational Behavior	
UNIT 2: Individual Behavior In Organization	
1. Personality, Self-awareness	
2. Perception and Attribution	
3. Motivation	
4. Organizational Attitudes and Behavior	
5. Organization Learning	
UNIT 3: Group Behavior In Organization	
1. Group Dynamics and Group Cohesiveness	
2. Skills for Managing Teams, Communication, Conflict, Power & Influence	
UNIT 4. Leadership	
1. Leadership Approaches	
2. Personal Side of Leadership	
UNIT 5. Emotions at Workplace	
1. Emotional Intelligence	
2. Process Model of Emotional Labor Theory	

TEXT BOOKS / REFERENCES:

Text books:

1. *Stephen P Robbins & Timothy A Judge; Organizational Behavior; Prentice- Hall Inc, Upper Saddle River, New Jersey; 13th Edition.*
2. Organizational Behavior, Human Behavior at Work – John W. Newstrom, Keith Davis, TATA McGRAW-HILL, 11th Edition
3. Behavior in Organizations – Jerald Greenberg, Robert A. Baron – 8th Edition

Reference books:

1. Psychology Applied to Work – Paul M Muchinsky – 6th Edition

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Organizational Culture	

UNIT 1: Theories of Organization Culture	10 hours
4. Competing Values Framework	
5. Schein's Theory of Culture	
UNIT 2: Organization Culture and Leadership	10 hours
6. Evolution of Organization Culture	
7. Role of Leadership in Organization Culture	
UNIT 3: Culture Change as a transformation in Organization	12 hours
3. Change Management Processes	
4. Interventions of Cultural Change	
5. Individual Reactions to Change	
UNIT 4. Creating and Sustaining Organization Culture	10 hours
3. Employee Socialization	
4. Positive Organization Climate	
5. Employee Engagement Practices	
UNIT 5. Workplace Spirituality and Organization Culture	10 hours
3. Role of Workplace Spirituality and Organization Culture	
4. Positive Psychological Capital	
5. Employee Wellness Practices at Workplace	

TEXT BOOKS / REFERENCES:

Text books:

4. *Edgar H Schein; Organizational Culture and Leadership; Jossey-Bass, 4th Edition.*
5. Geert Hofstede; Culture and organizations: Software of the mind. New York: McGraw-Hill Book Company
6. Trice, H.M. & Beyer, J.M. 1993. The Cultures of Work Organizations. Englewood Cliff, NJ: Prentice Hall.

Reference books:

2. Weber, M. 1958. The protestant ethic and spirit of capitalism, New York.
3. Parsons, T. & Shils, E.A. 1951. Toward a general theory of action.
4. Kluckhohn, F.R. & Strodtbeck, F.L. 1961. Variations in value orientations. Evanston, IL: Row, Peterson

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Services Management	

UNIT:1

Module-1 Understanding Services: What are Services; Role of Services in Economy; Why Services Management; Nature of Services; and Classifying Services for Strategic Insights; systems view of services

Module-2 Service Strategy: Understanding Competitive Environment of Services, Competitive Strategies, role of information services, Virtual Value Chain, Stages in Service Firm Competitiveness,

Module-3 Consumer Behavior in Services: Search Experience and Credence Properties, Consumer Choice, Consumer Experience, Post experience Evaluation , Understanding Difference among Consumers

Module-4 Customer Service Expectations: Meaning and Types of expectations, Influencing Factors, issues involving expectations.

Module-5 Customer Perceptions of Services: Customer Perceptions, Customer Satisfaction, Service Quality, Gaps Model of Service Quality, Service Encounter, Building Blocks of Customer Perceptions, Service as theatre, Service Encounter Triad,

UNIT:2 - Understanding Customer Requirements

Module-1 Listening to Customers through Research: Using Marketing Research, Elements in effective service research, research tools in services, analyzing and interpreting research,

Module-2 Building Customer Relationships: Relationship Marketing, Relationship Value of Customers, Customer Profitability segments, Relationship development Strategies, Relationship challenges, Service

Module-3 Service Recovery: Impact of service failure and recovery, consumer response to service failures, customer recovery expectations, switching versus staying, service recovery strategies, service guarantees.

UNIT:3-Aligning Service Design and Standards

Module-1 Service Development and Design: Challenges, new service development, types of services, stages in new service development, service blueprinting, high performance service innovation, strategic positioning through process structure, taxonomy for service process design, generic approaches to service system design, customer value equation

Module-2 Customer Defined Service Standards: Influencing Factors, Types of Customer Defined Standards, Development of Standards, Service performance index.

Module-3 Physical Evidence and the Servicescape: Servicecapes framework, strategic role of servicescapes Facility Design, process analysis, facility layout, physical evidence and strategy

UNIT:4–Delivering and Performing Services

Module 1 Employee's Roles in Service Delivery: Service Culture, Critical importance of service employees, boundary spanning roles, strategies for delivering service quality through people,

Module 2 Customer Roles in Service Delivery: Importance of customers in service delivery, customer roles, self-service technologies, customer participation, co-creation of value.

Module 3 Delivering Service through Intermediaries: Service distribution, franchising, agents and brokers, electronic channels, service facility location, common issues involving intermediaries' strategies for effective service delivery strategy.

Module 4 Managing Capacity and Demand: Non-inventoriability, capacity constraints, demand patterns, strategies for matching demand and capacity, waiting line strategies.

UNIT:5 – Managing Service Promises and the Bottom Line

Module 1 Integrated Services Marketing Communication: Need for Coordinated efforts in communication, Service Communication Challenges, categories of strategies to match promises with delivery.

Module 2 Pricing of Services: Three ways that services prices are different for consumers, approaches to pricing services, pricing strategies, strategies and values,

Module 3 Financial and economic impact of services: Service Profitability direct relationship, customer retention, customer perceptions of service purchase intention, customer retention and profits, company performance measurement, balanced performance scorecard.

TEXT BOOKS / REFERENCES:

Text books:

1. Valarie A Zeithaml, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit Services Marketing : Integrating Customer Focus Across the firm, McGraw Hill Publication.
2. James A Fitzsimmons and Mona J Fitzsimmons, Services Management- Operations, Strategy, Information Technology, 5th Edition, McGraw Hill Education (India) Private Limited

Reference books:

1. Vijay K Seth (2007), Economics of Services, Ane Books India
2. Christopher Lovelock, Paul Patterson – 2015, Services Marketing: An Asia –Pacific and Australian Perspective Pearson Publication.

ADDITIONAL LEARNING SOURCES:

The Journal of Services Marketing
Journal of Services Research
Services Marketing Quarterly
Journal of Marketing
Journal of Retailing
Journal of Marketing Research

JSS Science and Technology University, Mysuru		
Course Code	**Course Title**	**Teaching Hours**
	Quantitative Methods For Management	

UNIT 1: A overview to quantitative methods and probability	**Hours**
6. An analytical scientific approach to Problem solving, An analytical scientific approach to Problem solving modeling process for Managerial Decision Making	10 Hours
7. Statistics for Management: Measures of Central Tendency & Dispersion	
8. Probability concepts, Bayes Theorem & Applications	
UNIT 2: Collection and analysis of data	10 Hours
8. Sampling & Sampling Distributions	
9. Correlation, Regression & Multivariate Analysis	
10. Testing of Hypothesis (z-,t-,Chi square, f- test)	
UNIT 3: Decision making and quantitative techniques	10 Hours
6. Forecasting methods & Time Series Analysis.	
7. Decision Analysis: Decision Trees& Utility	
8. Decision Making under uncertainty	
9. Decision Making under risk	
10. Decision Making under certainty	
11. Decision Making under conflict (Game Theory)	
UNIT 4: Linear programming formulation and solution	10 Hours
1. Linear Programming	
2. Graphical & Simplex method	
3. Transportation, Transshipment & Assignment Models	
UNIT 5. Inventory and queuing management	12 Hours
1. Inventory models (static, dynamic, probabilistic & stochastic) 2. Waiting Line / Queuing models steady state operation 3. Simulation concepts 4. Inventory & Queuing situations 5. Sequencing problems using Johnson's sequencing rule	

TEXT BOOKS / REFERENCES:

Text books:

1. *Anderson, Sweeney, Williams, 2002, Quantitative Methods for Business, Thomson South Western*

2. *Anderson, Sweeney, Williams, 2005, An introduction to management science Thomson South Western*

3. *Barry Render, RalphM StairJr, Michael E Hanna, 2005, Quantitative analysis for management, Pearson Education*

4. *Charles A. Gallagher Hugh. J.Watson , 1985, Quantitative Methods for Business Decisions, McGraw Hill international Book Company*

5. *Frederic S.Hillier, Gerald J.Liberman,2005 Introduction to Operations Research, Tata McGraw-Hill*

6. *Fabrycky W.J , 1987, Applied Operations Research and Management Science, Prentice Hall of India*

7. *George E. Monahan, 2000, Management Decisions Making, Cambridge University Press*

8. *Gupta M.P. and R.B. Khanna, 2004, Quantitative Techniques for Decision Making, Prentice Hall of India*

9. *Hadley.G, 1972,Linear Programming, Addison WesleyPublication Company*

10. *Hamdy A Taha, 2006, Operations Research-An Introduction, Prentice Hall of India*

11. *Kanti Swarup, P.K.Gupta, Man Mohan, 2008, Operation Research, Sultan Chand and sons*

12. *Kothari.C.R, 1992, An Introduction to Operational Research, Vikas Publishing House*

13. *Miller, Starr, 1973, Executive decisions and Operations research, Prentice Hall of International Editions*

14. *Mustafi.C.K, 2004, Operations Research Methods and Practice, New Age InternationalLtd,*

15. *Natarajan,A.M, Balasuramani.P,Tamilarasi, A2009 Operations Research, Pearson Education*

16. *Nobbert Lloyd Enrick, 1979,ManagementOperations Research, Holt Rinchart and Winston,*

17. *Rodney.D.John, Bernard R.Siskin, 1977,Quantitative Techniques for Business Decisions, Prentice Hall of India*

18. *Ronald L. Rardin, 1998, Optimization in Operations Research, Prentice Hall, Upper saddle-River New Jersey*

19. *Sharma J.K, 2006, Operations Research Theory and Practice, Macmillan India Ltd.*

20. *Srinivasan.G, 2007, Operations Research, Eastern Economy Edition PHI*

Reference books:

1. *Srivasta.U.K, Shenoy G.V, Sharma.S.C, 2005, Quantitative Techniques in Managerial Decisions, New Age International Ltd*
2. *Thomas L. Saaty, 2005, Theory and applications of the analytic network process: Decision making within benefits, opportunities, costs and risks, RWS Publications, Pittsburgh ,PA,*
3. *Thomas L. Saaty & Kevin P Kear n, 1985Analytical planning, Pergamoun Press*
4. *Vohra N.D, 2007, Quantitative Techniques in Management, Tata McGrawHill*
5. *Wisniewski MIK, 2004, Quantitative Methods for Decision Makers, Macmillan India Ltd.*
6. *Wayne L Winston, 2007,Operations Research, Thomson South Western*
7. *Rao M.R Puri MC Operational research and its applications recent trendsAlled Publishers Pvt, Ltd*
8. *David .E. Goldberg 2007 Genetc Algorithm Pearson Education.*

ADDITIONAL LEARNING SOURCES:

http://nptel.iitm.ac.in (venture by joint venture byIISc and IITs ,MHRD , GOI)

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