

Indian Institute of Management Kashipur
presents

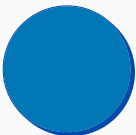
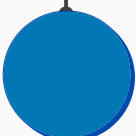
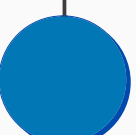
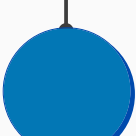
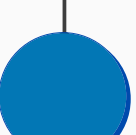


PI-MANAGEMENT KIT 2023

Preparation Material





What's Inside?

	Personal Interview: An Overview	03
	Basic Hygiene Questions	05
	MBA Related Questions	08
	Behavioural & Abstract Questions	09
	Questions for Reference	10
	Current Affairs	12
	Domain Specific Information	13

PERSONAL INTERVIEW : AN OVERVIEW

The purpose of a personal interview is simply for the interviewers to evaluate and make judgements about various facets of the candidate's personality. Therefore, it is crucial for a candidate to communicate their best holistic viewpoint through both verbal and nonverbal means.

Personal Interviews can be further classified into 3 different types:

- **Structured Interview:** Structured interviews are mostly employed in special skill job interview settings and consist of a pre-determined series of questions given by the panel.
- **Unstructured Interview:** An unstructured interview is the most flexible type of interview, with room for spontaneity. In contrast to a structured interview, the questions and the order in which they are presented are not set. Instead, the interview proceeds based on the participant's previous answers. Unstructured interviews are open-ended.
- **Behavioural Interview:** Behavioral interviewing is a technique used to question job candidates about their past experiences. It's based on the premise that past performance is an excellent predictor of future behaviour. The candidate should be ready for behavioural and unstructured interview styles when going through the B-School application process.

Important considerations while preparing for a personal interview:

- **Communication Skills:** In almost every form of an interview, communication skills are important. The panel can ascertain whether a candidate can effectively communicate in a variety of settings and modes with the use of the relevant interview questions.

Elements of Communication

- Tone of communication
 - Volume of speech
 - Pace of speech
 - Body language
-
- **Content:** The foundation of your interview depends on the quality of the content. It can help one focus on communication skills while also boosting self-confidence. As a result, creating quality material is essential. Disclaimer: Please note that while the interview panels are knowledgeable on a variety of topics, any attempt to falsify the material may harm your candidature.
 - **Clarity of Thought:** Answers about yourself that are consistent and coherent demonstrate the mental clarity that is necessary for the corporate environment. Therefore, having a clear idea of your future and your choices will benefit you in the interview process.
 - **Confidence:** The aforementioned parameters are all connected by this feature. Your confidence will convey to the panel that you are capable of addressing obstacles in the future by being more comprehensive, well-prepared, and clear with your opinions. The success of your interview may be greatly influenced by your ability to remain composed and confident in your skills.

BASIC HYGIENE QUESTIONS

1. Tell me something about yourself.

The panel may ask you this as their very first question to you.

Limit the response to 60–90 seconds.

Structure and precision are important. Include the following:

- Basic introduction about yourself
- Work Experience (if applicable)
- Graduation
- Achievements
- Hobbies

2. Where are you from? Tell us about that.

Knowledge of geographic information about your own region is essential like the State Capital, Chief Minister, Historical Monuments, etc.

3. What are your long-term and short-term goals?

Short-term objectives must be attainable and specific. Your personality and areas of enthusiasm will probably influence your long-term ambitions.

4. Tell us something about yourself which is not there in the resume?

- Explore your potential interests in depth.
- You may utilize your passion and the idea you live by as pillars of support.

5. Which was your favorite subject during graduation?

- Try to bring up the topic that aroused your interest.
- Know a few fundamental concepts in that field.

6. Have you participated in extracurricular activities?

- While addressing this question, make a connection between your hobbies and accomplishments.
- Describe how these actions affected you personally.

7. Share any academic experience which had been proven to be the most difficult or rewarding?

- Great opportunity to bring up a topic of personal interest in the conversation.
- To underline it, give instances of the professors, classrooms, projects, contests, etc.

8. Do you believe that having job experience would be beneficial to your MBA endeavors?

- Discuss how your personality has changed as a result of your work.
- Examples from your time when you demonstrated your managerial abilities.
- Describe the type of team player and leader you consider yourself to be.

9. Why did you leave your job to study again? Do you believe an MBA is worth the missed opportunity cost?

- Your professional career's vision and mission are being tested here.
- Discuss your future goals and the reasons for your decision to get an MBA first before your current/past job.
- Use examples to back up your assertions.
- Be careful not to criticize your employer.

10. What one thing, and why, would you like to alter about your work life?

- Keep your response business-related and avoid being too technical.
- The panel shouldn't be left wondering why you chose to get an MBA at all.

11. Tell us some of your strengths and weaknesses.

Strengths

- Instead of merely listing your abilities, include examples of when you have used them to achieve success.
- Avoid using conventional virtues like perseverance, cooperation, etc.
- These typical strengths won't cut it for you because the panel is looking for what makes you different from others.
- Possess at least three personality qualities that you can support with anecdotes.
- You must use introspection, close friends and family, mentors, and other resources to identify your abilities.

Weaknesses

- Be careful not to mask your strength as a weakness.
- Be careful not to assert that you are without any weakness.
- It is normal to question yourself about the wisdom of disclosing a flaw that may cost you a spot in a B-school. Please remember that no one is perfect and that this is your personality test.

How to structure your answer?

- Name your weakness.
- An instance whereby such flaw produced less-than-ideal outcomes.
- Most Important: Plan for improvement and your strategy for overcoming the weakness.

12. Who is your role model?

- Name the role model.
- Explain why he/she is your role model.
- Give a few examples of three to four attributes you admire.

13. Do you have any questions for me/us?

You have the opportunity to discuss any queries you may have with the programme at this time. At least two or three specific questions should be ready.

MBA RELATED QUESTIONS

1. Why MBA?

- An important question that has the potential to make or break the interview. Prepare for this well.
- Efficiently research various MBA topics.
- Clarity regarding your short-term career objective.
- Mentioning of both short-term and long-term professional objectives should be coordinated.
- Ø Is an MBA the only path to success?
- Ø Your professional trajectory may be changed with an MBA, but how?
- Draw attention to any special resources in which you are particularly interested.

2. There are so many qualified applicants. Why should we admit you?

- Learn how you differ from the competition and what makes you special.
- The response should be supported by accomplishments and honours.

3. Instances from the past that showcase your management skills.

- Give an example of an issue you've solved utilising managerial techniques.
- If you have employment experience, describe times when you oversaw a team or a project.

4. Which specialization are you interested in and why?

- The knowledge of the specialization itself must be included in this response, which must also be in line with the professional objectives.
- Keep up with developments in your field of interest.

BEHAVIOURAL QUESTIONS

The goal of behavioural interview questions is to gain an understanding of your personality, thought process, and problem-solving style.

Your responses to these behavioural interview questions might assist the interviewer determine how you might or might not fit in at the business school and beyond.

The interviewer wants to know more about you, but you want to present yourself in the best possible way. Your responses should each emphasise at least one of the following: self-awareness, growth, independence, empathy, willingness to assist others, etc.

ABSTRACT QUESTIONS

There are many different questions in this area. Generally speaking, the purpose of these questions is to assess the candidate's thought process and level of awareness.

Examples:

- What are your thoughts about the colour green?
- Do you believe in luck? How would you measure it?
- Explain what management is to an eight-year-old.
- Would you rather have the ability to fly or be invisible whenever you want?
- Would you rather have an inferiority or superiority complex?
- If a lion entered this room at this moment, what would you do?
- Coca-Cola or Pepsi? Apple or Microsoft? Nike or Adidas?
- What would your biography be called?

QUESTIONS FOR REFERENCE

1. Who do you look up to? What impact do they have on you?
2. Please describe the historical significance of the areas where you have lived for more than a year.
3. Describe yourself in 3 words.
4. What do you believe your biggest obstacle would be if you are being accepted into our programme?
5. What is the most tiring circumstance you have ever encountered at work? What were your tactics to overcome it?
6. Tell me about a moment when you needed to modify your work style to fit in with a co-worker's, in order to finish a project or accomplish your goals.
7. What procedures do you use to research a situation before making a choice? Why?
8. What barriers or challenges have you encountered while expressing your thoughts to a boss or supervisor?
9. What has been the best decision of your life? How?
10. Describe a circumstance when you saw an opportunity rather than a possible issue. How did you act? What came out of it? What do you wish you had done differently, if anything?
11. Give an example of a time when you had to deal with a difficult person. How did you respond to it?
12. Describe a circumstance in which you had to perform numerous tasks simultaneously. How did you respond to it? What was the outcome?
13. How do you set priorities for activities and projects while planning your time? Give me some instances.

14. Give an example of a time when people you were working on a project with disagreed with your views. How did you act?
15. What was the worst error you ever made while assigning tasks for a group project?
16. Describe the CSR initiatives in which your company is engaged.
17. What are the choices you've made that you regret? Why?
18. You're working on a project with a short deadline when you discover that you can't finish your portion since your co-workers and supervisor can't provide some crucial information. How will you handle the situation?
19. How, in your opinion, does your academic background relate to the chosen field of study?
20. Tell us about notable people that make a living off of their hobbies.
21. How will you respond if a hostile individual barges into the room unexpectedly and starts shouting?
22. On a scale of 1 to 10, rate your own ethical standards. Justify your response.

CURRENT AFFAIRS

Below given are some of the sample topics for which you should be prepared. There might come a situation where the interviewer could randomly ask about any of the following topics:

1. Uniform civil code
2. India as the G20 host
3. Inflation and rupee trade with south Asian nations
4. India's testing on the green bond market
5. Citizenship amendment act
6. Current status of Russia Ukraine war
7. 2023 Budget highlights
8. LIC IPO
9. US-China Trade war
10. Startup boom in India and Unicorns
11. FDI in the mining sector
12. Latest Nobel prize laureates
13. Taliban Rule and Women's Education in Afghanistan
14. Tata taking over Air India
15. Population Control Bill
16. Coal Crisis in India
17. Role of India in the Global Climate Crisis
18. Moonlighting in India
19. India Wheat Export Ban
20. Semi-conductor Crisis
21. Demonetization – and its prolonged impact
22. Gig Economy
23. Metaverse
24. Central Vista Redevelopment
25. Role of EV to achieve net zero target by 2070
26. Cloud Computing
27. NBFC Crisis in India
28. Consolidation in Banking Sector
29. India's Ranks on Global Indices
30. E-commerce & its dominance

ECONOMICS

The study of the creation, exchange, and consumption of products and services is the subject matter of economics, a branch of social science. The study of how people, communities, and countries manage and use resources is the heart of economics.

Importance of Economics in MBA

Given that the business sector functions in an unpredictable environment, economic knowledge is particularly useful. Leadership skills are developed through managerial economics, which is beneficial for all businesses. It facilitates wise decision-making, which benefits the business.

Microeconomics: It is a study of how particular businesses, households, industries, and economic units make economic decisions. It seeks to ascertain the cost of the manufacturing inputs or the price of the commodity like personal earnings.

Macroeconomics: It researches how the economy functions as a whole. It seeks to ascertain the economy's income and employment levels. For Example: National income, inflation, price levels, etc.

Capitalist Economy: It is an economy in which the market or the system's private firms decide entirely what to create, how much to produce, and how much to sell, with the state playing no economic role. This idea first appeared in Adam Smith's well-known book, *Wealth of Nations* (1776).

State Economy: Production, distribution, supply, and pricing decisions in the economy are made completely by the government.

Mixed Economy: It is an economy where certain aspects are governed by the government and the other aspects are subject to market forces. Another way to put it is that it combines a state-run economy with a capitalist one.

National Income: There are four ways to determine a country's income: GDP, NDP, GNP, and NNP, which is also a topic in "National Income Accounting."

GDP: The value of all finished products and services produced within a country's borders in a given year is known as the gross domestic product (GDP). It is the total of the country's gross domestic product, private consumption, government spending, and trade balance.

NDP: GDP minus depreciation of the products and services produced is known as net domestic product (NDP).

GNP: The Gross National Product is the total of a country's internal revenue plus its external revenue. The economy's quantitative and qualitative dimensions are both represented by GNP.

NNP: The Net National Product (NNP) is the Gross National Product (GNP) minus the economy's decline. Inflation is the quantitative measurement of the rise in the average price of goods and services, which leads to a decline in the buying power of a unit of money.

Stagflation: When inflation and unemployment are both at greater levels than would normally be the case, this is known as stagflation. According to Phillips Curve, it is widely held that there is a trade-off between inflation and the unemployment rate.

GDP Deflator: It serves as a gauge for how prices behave. The GDP at current prices to GDP at constant prices ratio is what determines this.

Fiscal Policy: The method through which the government adjusts its expenditure and taxation in order to control and monitor the country's economy.

Monetary Policy: The course of action used by a nation's central bank to fulfil its macroeconomic goals in order to maintain price stability, control the money supply, and control inflation.

CRR: The Cash Reserve Ratio is the required portion of a bank's share that must be maintained with the Reserve Bank of India in liquid cash in order to fight inflation and control liquidity.

SLR: The statutory liquidity ratio, which is retained with the RBI as a portion of a bank's deposits in the form of liquid assets, ensures the bank's solvency and the flow of money through the economy.

Bank Rate: Commercial banks may borrow money from banks controlled by the central bank based on monetary policy. The bank rate refers to the interest rate that the RBI assesses on various kinds of bank advances and loans.

Repo Rate: The interest rate at which the RBI makes short-term loans to banks is known as the repo rate. The RBI can control the country's inflation and liquidity with the use of the repo rate.

Reverse Repo Rate: The rate at which commercial banks lend money to the RBI is known as the reverse repo rate. Reverse Repo Rate aids in controlling the economy's money supply.

Direct Tax: The amount of tax that the imposing authority imposes directly on the income or property of an individual or business. Because it is founded on the ability-to-pay premise, the entity with more resources is required to pay a higher tax burden. Income tax, wealth tax, property tax, corporation tax, and other types of taxes are examples of direct taxes.

Indirect Tax: It is the tax that is collected by a middleman and paid to the government by the customer who is purchasing the commodity or service. It is a tax on products and services rather than on the profits, income, or assets of an individual or business. Value Added Tax, Customs Duties, and Service Tax are a few examples of indirect taxes.

Goods and Services Tax (GST): It is levied on the supply of goods and services. GST in India is a comprehensive, multi-stage, destination-based tax that is levied on every value addition. In India, it has mostly superseded indirect taxes. Five tax slabs—0%, 5%, 12%, 18%, and 28%—are set up for the collection of the tax on goods and services.

Questions for reference

- Can you comment on this year's budget?
- What do you know about the US-China Trade War?
- Describe macroeconomics. What makes it unique from microeconomics?
- What does "Utility" mean to you?
- What is the law of diminishing marginal utility? Give an example to illustrate.
- Tell me something about GST.
- Tell us how the RBI operates and who is its current governor?
- What are CRR, Repo, Reverse, and Bank Rates, and how does RBI employ them?
- What do direct taxes and indirect taxes mean?
- What do you mean by a budget?
- What are the roles of the state and the centre in planning?
- What do import and export data mean?
- What does Keynesian theory mean?
- How does economies of scale work?
- What are the core features of Liberalization, Privatization, and Globalization?
- Describe what you mean by a normal goods.

HUMAN RESOURCES

The phrase "human resource management" (HRM) refers to formal procedures created for the management of people within a business. Staffing, employee pay and benefits, and defining/designing work are the three main tasks of a human resource manager. HRM's main goal is to increase an organization's production by enhancing each employee's effectiveness. Despite the corporate world's rapid speed of development, it is doubtful that this obligation will alter much.

Roles and responsibilities of an HR Professional

- Tying evaluation of performance and remuneration to competencies.
- Acquiring skills that improve performance on both a personal and organisational level.
- Innovating, being more creative, and being more adaptable are all important for competitiveness.
- Implementing fresh strategies for inter-organizational mobility, career development, succession planning, and work process design.

Key Performance Indicators (KPI)

Key Performance Indicators (KPIs) are a group of quantitative measurements that an organisation uses to assess how well it and its workers are performing in achieving its strategic and operational objectives. KPIs are closely related to the organization's overarching objectives. An organisation requires a mechanism to track its progress once it has established its mission, identified all of its stakeholders, and specified its goals. KPIs are used to monitor or assess real performance in relation to critical success elements.

Concepts related to HR

Management by Objective (MBO): As part of the management by objectives approach to human management, managers and staff collaborate to establish, document, and track goals over a predetermined time frame. Top-down planning and organisational objectives are transformed into individual goals for each organisational member. It tries to enhance an organization's performance by articulating goals that are accepted by both management and staff.

Performance Management: An employee's job goals and overall contribution to the company are planned, monitored, and reviewed as part of the performance management process by managers and workers. Performance management is a continuous process that involves defining goals, monitoring progress, and giving employees continual coaching and feedback to make sure they are achieving their objectives and career goals. Performance management is more than simply an annual performance review.

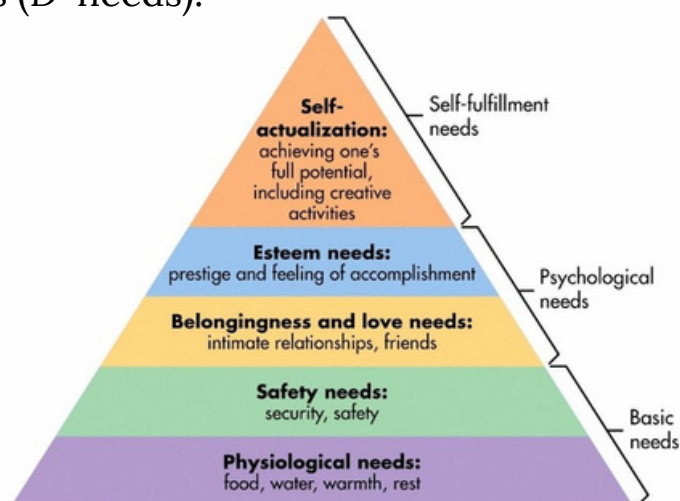
360-degree Performance Appraisal: During a 360-degree assessment, supervisors, co-workers, and subordinates all anonymously appraise the individual on their performance. The performance review for that individual will then include this information. The employee's development plan frequently uses feedback as a benchmark.

Balance Scorecard: The balanced scorecard is a strategic planning and management tool that is widely used in business and industry, government, and non-profit organisations to better internal and external communications and track organisational performance against strategic objectives.

McKinsey 7S Framework: The concept is founded on the idea that these seven components must be coordinated and supportive of one another in order for an organisation to function effectively. In order to increase performance or to keep alignment (and performance) throughout other sorts of change, the model may be used to identify what needs to be realigned.

Maslow's Need Hierarchy Theory

Maslow's hierarchy of needs is a psychological theory of motivation that includes a five-tier model of human needs that is frequently represented as levels within a pyramid. According to Maslow, certain wants are more important than others and individuals are driven to fulfil them. Physical survival is our most fundamental need, and it will always drive our conduct in the beginning. What drives us once that level has been reached is the subsequent level up, and so on. Deficit requirements and growth needs can be used to categorise this five-stage model. The highest level is known as growth or being needs (B-needs), whereas the previous four levels are sometimes referred to as deficiency needs (D-needs).



Personality

For the majority of us, the notion of personality is simple. It defines who you are. It includes all of the qualities, features, and peculiarities that make you unique from other people. The Big Five personality traits are frequently used by human resources experts to aid with employee placement.

Big Five Model of Personality

The Big Five traits are Openness, Conscientiousness, Extroversion, Agreeableness, and Neuroticism or OCEAN:

- **Openness:** Being inquisitive, inventive, and having a diverse range of interests are all characteristics of openness.
- **Conscientiousness:** High conscientiousness individuals are dependable and punctual. Being systematic, methodical, and thorough are qualities.
- **Extroversion:** Introverts get their energy from the inside, whilst extroverts draw it from engaging with others. A few extraverted characteristics are vivacity, talkativeness, and assertiveness.
- **Agreeableness:** These people are cordial, helpful, and compassionate. People who are less likeable could seem more distant.
- **Neuroticism:** Emotional stability is another name for neuroticism. This dimension has to do with how stable one's emotions are and how much negativity they include.

Changing trends in HR

Evidence-based HR and HR analytics are becoming more and more significant as HR and business have gotten more integrated. Without meticulously analysing HR investments and results, HR objectives and decisions remain whims rather than facts. Line managers and HR professionals may more effectively justify, prioritise, and enhance HR investments with the use of HR analytics. While many HR choices need intelligence and discretion, better HR metrics aid HR in its progress towards decision-making rigour and professional credibility.

Big Data & HR Analytics

To evaluate and enhance practises such as talent acquisition, development, retention, and overall organisational performance, big data in HR refers to the use of the numerous data sources available to your organisation, including those not typically thought of in HR; advanced analytic platforms; cloud-based services; and visualisation tools.

This entails combining and evaluating internal measurements with external benchmarks, data from social media, and information from the public sector in order to provide a better-educated response to the commercial issue that your company is now experiencing. With the use of these technologies, HR businesses may do analytics and forecasting to make better decisions with more accuracy, more effectively gauge efficiency, and pinpoint **managerial "blind spots"**.

Gamification

Gamification is the technique of introducing games to learning and development settings in order to increase learner engagement and facilitate learning for participants. The person in this process competes with other participants or participates alone and, via this interactive activity, gains knowledge and receives incentives for a job well done. Gamification in learning is used using quickly expanding digital game technologies. The advancement of technology in HR has aided in the adoption of e-learning strategies by many firms, but the use of gaming is a whole new idea that is still developing.

Sub-Domain of Human Resource

Recruiting & Selection

Recruitment: Locating potential candidates and encouraging them to seek positions inside the firm. This entails:

- Finding the human resources needed to satisfy the staffing schedule requirements
- Using efficient methods to recruit that workforce in sufficient numbers to enable efficient hiring of a workforce for open positions.

Recruitment Process:

- Identifying the necessity (hiring vs. exit), impending openings, and the type of personnel required
- Establishing the most effective methods for luring qualified individuals enticing the talent pool

Selection: Differentiating amongst applicants is the process of locating and hiring people who have a higher chance of succeeding in a position.

Selection Process (Sequential Steps):

1. Preliminary Interview
2. Administering Selection Tests
3. Employment Interview
4. Reference and Background Analysis * (Important, Latest Trend picking up)
5. Selection Decision
6. Physical Examination
7. Job Offer and Employment Contract

Performance Management System (PMS)

Performance Management System = Performance Appraisal + Feedback + Coaching

A performance management system (PMS) is a continuous process for discovering, evaluating, and improving team and individual performance as well as coordinating performance with organisational strategy. Its four pillars are as follows:

- Setting clear and measurable goals
- Implementing concrete actions
- Imposing rigorous consequences
- Objectivity

Performance Appraisal

An individual's performance is objectively evaluated using a performance appraisal (PA) system in comparison to predetermined criteria. Regular assessments of employee performance are part of performance appraisals, which are a component of career development. Employees' successes, corporate citizenship behaviour, the potential for future progress, skills and shortcomings, and other factors are also taken into account.

Compensation & Benefits

For the employees, this task includes developing and executing compensation rules.

- Payroll Administration
- Performance Appraisals
- Rewards & Recognition
- Provide Wage Comparisons
- Group Health, Dental & Vision Insurance
- Life & Disability Insurance
- Accident, Sickness & Cancer Insurance
- Flexible Spending Accounts
- Retirement Plan Administration
- Employee / Employer Relations
- Intermediary between Parties
- Open-door Policy for Employee Questions & Concerns
- Strict Privacy Policy on Employee Records, Exit Interviews

Learning and Development

The employee's performance shortfall, which is calculated as follows, determines the necessity for Training and Development

$$\text{Training \& Development Need} = \text{Standard Performance} - \text{Actual Performance}$$

Training: The process of imparting certain abilities is referred to as training. It is assumed that an employee who is taking training has some formal education. Any training programme must include education in order to be comprehensive. So, we may claim that operators are granted training.

Development: Development refers to the educational possibilities created to support workers' personal development. Development is not only focused on developing skills. Instead, it offers basic information and attitudes that will be valuable to employers in more senior roles. Developmental efforts frequently depend on individual desire and determination. Activities for development, such as those provided through management development programmes, are often optional.

Employee Engagement

The level of a worker's involvement and commitment to their company and its principles is measured by their level of employee engagement. An employee who is actively involved is well-informed about the regular operations of the company, collaborates with peers to enhance personal performance, and works to advance the company. It is a positive outlook that the staff members have for their company.

Health & Safety

In order to ensure that workers are protected from workplace dangers, safety must presuppose the absence of accidents. Along with being required by law, providing employees with safety includes a moral component. Every day, thousands of workers experience accidents that may leave them totally, temporarily, or permanently disabled. Laws specify occupational health and safety requirements as well as the consequences of non-compliance. An employer must take steps to prevent an employee from being incapacitated or dying as a result of an accident. A person cannot be restored to health via monetary compensation.

Industry Relations

The management of relationships between employees and employers (management) and the function of regulatory systems in settling any disputes are the subjects of industry relations (IR). In IR, there are interests from employers, workers, unions, governments, and the judiciary. Due to its close ties to productivity, ethical considerations, and legal compliance, IR takes its relevance.

Strategic Planning

By providing competent, dedicated human resources that support organisational strategic goals, HRM helps strategic management be effective.

Questions for reference

1. How, in your opinion, does your academic background relate to the HR industry?
2. What are the three HR characteristics that you value?
3. What do you think about job cuts as a human resource professional?
4. What do you dislike the most about the human resources industry?
5. Have you ever managed a project team? Have you ever dealt with team dysfunction?
6. Have you managed or led a group of individuals from diverse backgrounds? If so, could you tell us about your experience?
7. How are groups and teams different from one another? Are you willing to work with others?
8. For you, what does self-actualization mean?
9. Could you briefly describe the type of HR environment you would like to work in?

INFORMATION TECHNOLOGY & ANALYTICS

Information technology is the creation, processing, storing, protecting, and exchanging of all types of electronic data via the use of computers, storage, networking, and other physical devices.

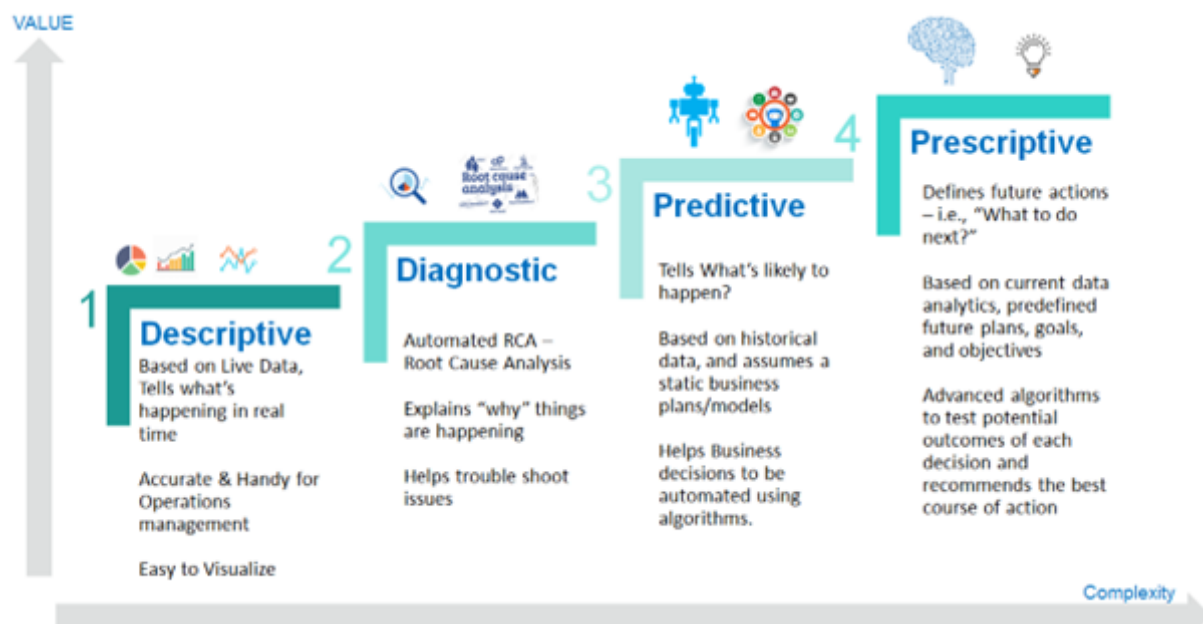
Analytics

Analytics is the act of identifying, analyzing and expressing important patterns in data that aid in the making of worthwhile decisions.

Data may help organizations increase their bottom lines, better understand their customers, and optimize their advertising campaigns and content actualization.

Types of data analytics

- Descriptive Analytics
- Diagnostic Analytics
- Predictive Analytics
- Prescriptive Analytics



Uses of Data Analytics

- **Improved decision making:** Businesses may utilize the data analytics insights to guide their decisions and produce better results. A lot of assumptions involved in producing goods, determining what content to provide, and organizing marketing strategies is eliminated by using data analytics.
- **More effective marketing:** In order to optimize the results of your efforts, you may make adjustments using the information provided by data analytics.
- **Better customer service:** Data analytics provide you a deeper understanding of your clients, enabling you to better meet their demands through more individualized service and foster stronger bonds with them.
- **More efficient operations:** You may improve your bottom line, optimize your operations, and save money by using data analytics. You waste less time developing content and advertising that don't align with your audience's interests when you have a better knowledge of what they want.

Business Analytics

Business analytics is a collection of automated data analysis techniques, programs, and services that aid in decision-making and future planning by assisting you in understanding what is occurring in your company and why.

Business intelligence (BI) and big data analytics are frequently used in conjunction with the phrase "Business Analytics."

Business analytics helps you to:

- Make decisions with more confidence and speed
- Reduce expenses and accelerate the pace
- Recognize and adapt to the unpredicted developments

Cloud Computing

In order to provide quicker innovation, adaptable resources, and scale economies, cloud computing is the supply of computer services via the Internet (Cloud), including servers, storage, databases, networking, software and analytics.

Utilizing the cloud enables you to grow as your company's demands evolve, operate your infrastructure more effectively, and save operational expenses.

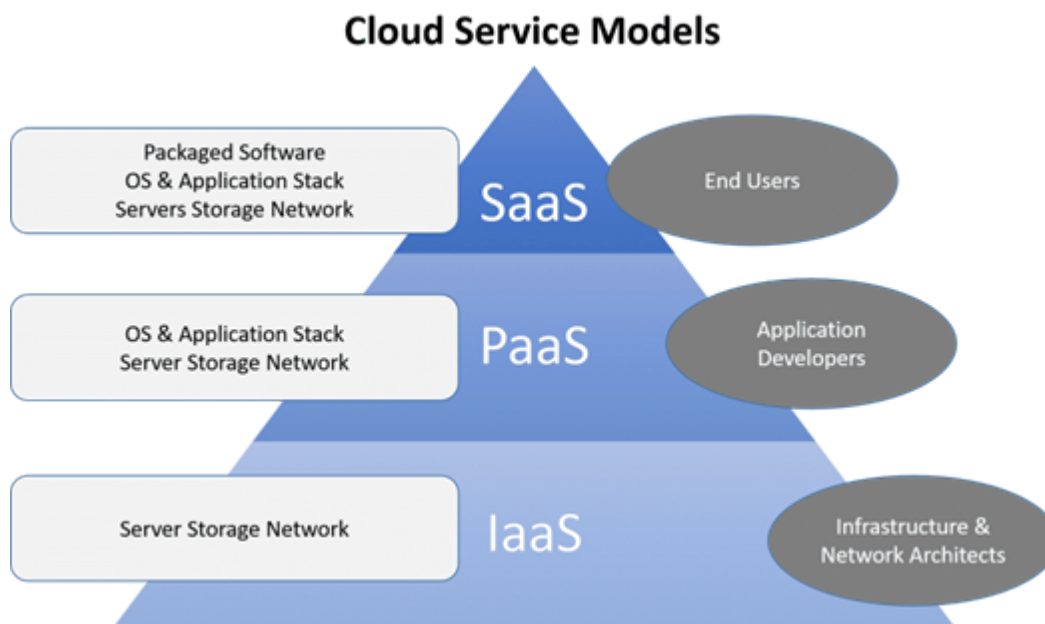
Cloud computing improves speed, efficiency, and performance while lowering the cost of purchasing and maintaining the infrastructure (including hardware and software). It has greater dependability and security, which in turn promotes scalability.

Types of Clouds

- **Public Clouds:** These are controlled and run by a third-party cloud service provider, which offers online access to their servers and storage.
- **Private Clouds:** These are managed and owned by one company or group of companies. A company's on-site datacenter may serve as a physical home for private clouds.
- **Hybrid Clouds:** Public and private clouds that have been joined by technology that enables data and applications to be exchanged across them are known as hybrid clouds. Hybrid cloud increases your business' flexibility, offers additional deployment alternatives and aids in improving the current infrastructure of security and compliance.

Types of Cloud Services

- Infrastructure as a Service (IaaS)
- Platform as a Service (PaaS)
- Software as a Service (SaaS)



Big Data

Big Data is a body of information that is enormous in volume and is always expanding rapidly. None of the conventional data management technologies can store or analyze this data effectively due to its bulk and complexity.







Types of Big Data

- **Structured:** Structured data is any data that can be processed, retrieved, and stored in a set manner.
- **Unstructured:** Unstructured data is any data that does not have a pre-defined data model.

- **Semi-Structured:** This is one of the categories of big data that includes both unstructured and structured data forms.

Characteristics of Big Data

Big Data consists of mainly 6Vs

VOLUME	VARIETY	VELOCITY	VERACITY	VALUE	VARIABILITY
The amount of data from myriad sources.	The types of data: structured, semi-structured, unstructured.	The speed at which big data is generated.	The degree to which big data can be trusted.	The business value of the data collected.	The ways in which the big data can be used and formatted.
					

Artificial Intelligence

Building intelligent machines that can carry out activities that traditionally require human intellect is the focus of the broad field of artificial intelligence in computer science.

It is possible to create intelligent software and systems by first researching how the human brain works, as well as how people learn, make decisions and collaborate while attempting to solve a problem.

Types of Artificial Intelligence

- Reactive Machines
- Limited Memory
- Theory of Mind
- Self-Awareness

Some of the uses of artificial intelligence in the current world

1. **E-commerce:** With the help of AI, customers can now find related goods based on brand, size, color, or even form. Every year, AI's visual abilities get better. The program may effectively help the consumer discover the item they want by first gathering visual signals from the submitted images.

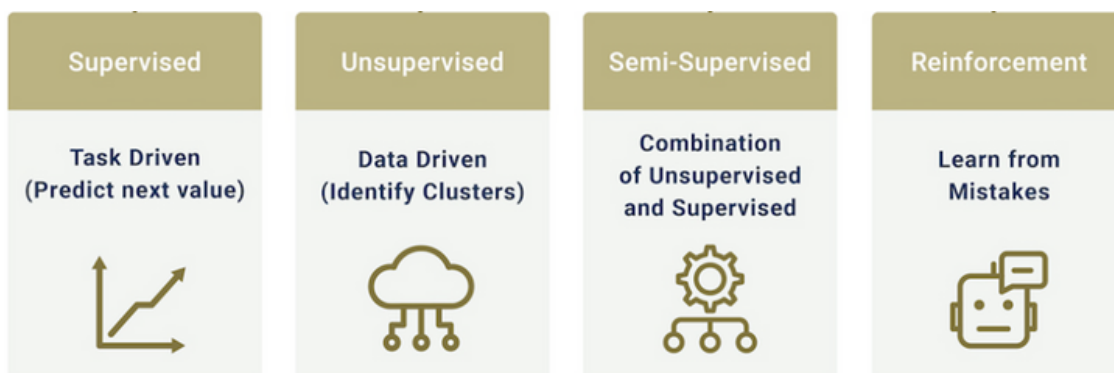
2. **Chatbots:** Using regular messaging tools and voice-activated interfaces, chatbots provide sophisticated and adaptable analytics through chats on mobile devices. As a result, the pace of data collection for all business users is significantly accelerated.

Machine Learning

A data analysis technique called machine learning automates the creation of analytical models. It is a subfield of artificial intelligence founded on the notion that machines are capable of learning from data, seeing patterns, and making judgements with little assistance from humans.

There are four types of machine learning algorithms:

- Supervised
- Semi-supervised
- Unsupervised
- Reinforcement



Augmented Reality

"An improved version of reality made by the use of technology to put digital information on a picture of something" is the definition of augmented reality. Apps for tablets and smartphones employ augmented reality. Apps that employ augmented reality (AR) overlay text and/or pictures on top of the real-world view that is displayed to you via your phone's camera. AR may be used in apps for entertainment (like the game Pokémon GO) or information (like the app Layar).

Virtual Reality

"The use of computer technology to create a simulated world" is the definition of virtual reality. When you watch VR, the world you are seeing in front of you is radically different. An animated scene or a genuine location that has been shot and added to a virtual reality app are examples of artificial virtual reality. You can move around and see in all directions using virtual reality, including up, down, sideways, and behind you, just as if you were physically there.

Blockchain

Blockchain is a decentralized, unchangeable database that makes it easier to track assets and record transactions in a corporate network.

- Blockchain's Core Components
- Immutable records
- Distributed ledger technology
- Smart contracts
- How Blockchain works
- Each time a transaction takes place, a "block" of data is logged
- Each block is connected to the ones before and after it
- Transactions are blocked together in an irreversible chain: a blockchain

Bitcoin

Without a single administration or central bank, the peer-to-peer bitcoin network allow users to send money directly to one another using bitcoin, which is a decentralized digital currency.

Key Points

- Since its release in 2009, Bitcoin has amassed the biggest market capitalization of any cryptocurrency.
- Bitcoin is created, circulated, and traded through the use of a decentralized ledger system called Blockchain; which has no physical existence

Questions for reference

1. Can you mention one of the recent cyberattacks that more severely impacted IT firms?
2. What do you mean by Management Information System (MIS)?
3. Can you describe a few uses of artificial intelligence in the field of health?
4. What are your thoughts on businesses that rely heavily on cutting-edge technology like blockchain, artificial intelligence and machine learning?
5. What differentiates analytics from analysis?
6. Why can't someone enroll in a Data Analytics course instead of starting an MBA program at an IIM?
7. What are the current information technology trends?
8. What does the word "technology management" mean to you?
9. Your thoughts on industry 4.0?
10. What distinguishes business analytics from data analytics?
11. How do data profiling and data mining vary from one another?
12. List out some of the finest data analysis tools available.
13. What is meant by "Data Cleansing"? What are the best techniques for doing this?
14. What crucial duties fall under the purview of a data analyst?
15. What are the essential qualifications to become a data analyst?

FINANCE

Finance is the science of managing money, i.e., how institutions generate and manage their wealth. A degree in finance prepares future professionals to guide corporations through uncertainties, short-term and long-term planning. Finance majors in various business firms to evaluate their market position, profitability and economic policies that have implications for their businesses. Not only has finance continued to be a core area, but its significance as a part of the MBA program has also been growing over the years. Moreover, it's not purely the financial service sector that employs MBA graduates well-versed in finance but organizations outside of the sector also require leaders with in-depth financial know-how, and as the global economy evolves, this need is growing more than ever.

Majoring in Finance involves learning about commercial and investment banking, forecasting, budgeting, asset and liability management, stocks, bonds, how markets function, portfolio management, risk management, etc. Hence it would allow entering into numerous career paths.

Career Prospects

Consumer Banking, Investment Banking, Institutional Finance, Merchant Banking, Corporate Finance, International Finance, etc.

Three Main Financial Statements

1. Income Statement
2. Balance Sheet
3. Statement of Cash Flows/Cash Flow Statement

The Income Statement shows a company's revenues, costs, and expenses, which together yield the net income. The Balance Sheet shows a company's assets, liabilities, and equity. It can be viewed as a statement of sources and usage of funds. The Cash Flow Statement provides information about the cash flows associated with the period's operations and also about the entity's investing and financing activities during the period.

Components of Income Statement

The first line of the Income Statement represents revenue or sales. From that, you subtract the cost of goods sold, which leaves the gross margin. Subtracting operating expenses from gross margin gives you operating income. From operating income, you subtract interest expense and any other expenses (or add other income), such as tax payments or interest earnings, and what's left is net income.

Paul's Guitar Shop, Inc. Income Statement For the Year Ended December 31, 2015		
Revenues		
Merchandise Sales	\$ 24,800	
Music Lesson Income	<u>3,000</u>	
Total Revenues:		\$ 27,800
Expenses		
Cost of Goods Sold	10,200	
Depreciation expense	2,000	
Wage expense	750	
Rent expense	500	
Interest expense	500	
Supplies expense	500	
Utilities expense	<u>400</u>	
Total Expenses:		<u>14,850</u>
Net Income		<u>\$ 12,950</u>

EBITDA is Earnings before Interest, Taxes, Depreciation, and Amortization. Bankruptcy occurs when a company can't make its interest or debt payments. Since EBITDA is Earnings BEFORE Interest, if a required interest payment exceeds a company's EBITDA, and if they have insufficient cash on hand, they would soon default on their debt and could eventually go bankrupt.

Components of Balance Sheet

It consists of 2 parts namely:

1. Assets
2. Equity and Liability

Balance sheet example

TEDDY FAB INC. BALANCE SHEET December 31, 2100			
ASSETS		LIABILITIES AND SHAREHOLDERS' EQUITY	
Current assets		Current liabilities	
Cash and cash equivalents	\$ 100,000	Accounts payable	\$ 30,000
Accounts receivable	20,000	Notes payable	10,000
Inventory	15,000	Accrued expenses	5,000
Prepaid expense	4,000	Deferred revenue	2,000
Investments	10,000	Total current liabilities	47,000
Total current assets	149,000		
Property and equipment		Long-term debt	200,000
Land	24,300	Total liabilities	247,000
Buildings and improvements	250,000		
Equipment	50,000	Shareholders' Equity	
Less accumulated depreciation	(5,000)	Common stock	10,000
		Additional paid-in capital	20,000
		Retained earnings	197,100
		Treasury stock	(2,000)
Other assets		Total liabilities and shareholders' equity	\$ 472,100
Intangible assets	4,000		
Less accumulated amortization	(200)		
Total assets	\$ 472,100		

Assets: They are economic resources that are controlled by an entity and whose cost at the time of acquisition could be objectively measured. It constitutes Non-Current and Current Assets.

Equity and Liability: Equity shows the amount the owners have invested in the entity. Liability is an obligation to transfer an asset or provide services to outside parties arising from the events that have already happened. It constitutes Equities, Non-current and Current Liabilities.

Components of Cash Flow Statement

The three components of the Cash Flows Statement are Cash from Operations, Cash from Investing, and Cash from Financing.

Cash Flow Statement	
For the Year Ended December 31, 2016	
Cash Flow from Operations	
Cash receipts from customers	86,772
Cash paid for inventory	(7,400)
Cash paid for wages	(53,000)
Net Cash Flow from Operations	26,372
Cash Flow from Investing	
Cash receipts from sale of property and equipment	13,500
Cash paid for purchase of equipment	(17,500)
Net Cash Flow from Investing	(4,000)
Cash Flow from Financing	
Cash paid for loan repayment	(5,000)
Net Cash Flow from Investing	(5,000)
Net Increase in Cash	17,372

- **Cash from Operations** – Cash generated or lost through normal operations, sales, and changes in working capital (more detail on working capital is given below).
- **Cash from Investing** – Cash generated or spent on investing activities; may include, for example, capital expenditures (use of cash) or asset sales (source of cash). This section will also show investments in the financial markets and operating subsidiaries.
- **Cash from Financing** – Cash generated or spent on financing the business; may include proceeds from debt or equity issuance (source of cash) or cost of debt or equity repurchase (use of cash).

The Link between the Balance Sheet and the Financial Statement

The main link between the two statements is that profits generated in the Income Statement get added to shareholder's equity on the Balance Sheet as Retained Earnings. Also, debt on the Balance Sheet is used to calculate interest expense in the Income Statement.

The Link between the Balance Sheet and Statement of Cash Flows

The Statement of Cash Flows starts with the beginning cash balance, which comes from the Balance Sheet. Also, Cash from Operations is derived using the changes in Balance Sheet accounts (such as Accounts Payable, Accounts Receivable, etc.). The net increase in cash flow for the prior year goes back onto the next year's Balance Sheet choosing one Financial Statement to evaluate the Financial State of a Company.

You would want to see the Cash Flow Statement so you could see the actual liquidity position of the business and how much cash it is using and generating. The Income Statement can be misleading due to any number of non-cash expenses that may not truly be affecting the overall business. Also, the Balance Sheet alone just shows a snapshot of the company at one point in time, without showing how operations are performed. But whether a company has a healthy cash balance and generates significant cash flow indicates whether it is probably financially stable, and this is what the cash flow Statement would show.

Goodwill and its effect on Net Income

Goodwill is an intangible asset included on a company's Balance Sheet. Goodwill may include things like intellectual property rights, brand names, or customer relations. Goodwill is acquired when purchasing a firm if the acquirer pays more than the book value of its assets. When something occurs to diminish the value of intangible assets, goodwill must be "written down" in a process much like that for depreciation. Goodwill is subtracted as a non-cash expense and therefore reduces net income.

The Company raised its Stock Price

Any positive news about the company can potentially raise the stock prices. If the company repurchases stock, it lowers the shares outstanding and raises the EPS, which would raise the stock price.

Cash-Based Accounting v/s Accrual Accounting

With cash-based accounting, a company won't recognize expenses or revenues until the cash is disbursed or collected. With accrual accounting, a company will recognize expenses and revenues when has entered into a transaction or agreement that will require it to pay or be paid, even if cash won't change hands until sometime in the future. Most companies use accrual accounting since credit cards are so prevalent.

Financial Market and Investment Fundamentals

Financial Market

They are institutional arrangements by which savings generated in an economy are channelized into avenues of investment by industry.

Classification of the Financial Market:

It can be segregated into 2 parts:

- **Money Market:** It deals in financial instruments whose maturity period is less than 1 year. It helps in raising short-term funds and temporary deployments of excess funds for earning a return.
- **Capital Market:** It allows long-term trading of debt and equity. It consists of financial institutions, banks, corporate entities, and foreign investors. Instruments involved are debt, equity, bonds, etc.

It is divided into 2 parts:

- **Primary Market:** The primary market is the market where a new stock or bond is sold the first time it comes to market.
- **Secondary Market:** The secondary market is where the security will trade after its initial public offering (BSE, NSE, Nasdaq)

Initial Public Offering

IPO is the acronym for Initial Public Offering. It is the first time a privately-held company sells shares of stock to the public market. Usually, a company goes public to raise capital for growing the business or to allow the original owners and investors to cash out some of their investment.

Repurchase is also seen as a positive signal in the market. A company could announce operational efficiencies or other cost cuts, or a change to its organizational structure such as consolidations. It could announce an accretive merger or acquisition that would increase earnings per share. Any of these occurrences would most likely raise the company's stock price.

Mutual Fund

A mutual fund is an investment vehicle made up of a pool of money collected from many investors to invest in securities such as stocks, bonds, money market instruments and other assets. Mutual funds are operated by professional money managers, who allocate the fund's investments and attempt to produce capital gains and/or income for the fund's investors. A mutual fund's portfolio is structured and maintained to match the investment objectives stated in its prospectus

Beta

Beta is the value that represents a stock's volatility concerning overall market volatility.

Market Risk Premium

The market risk premium is the excess return that investors require for choosing to purchase stocks over "risk-free" securities. It is calculated as the average return on the market (normally the S&P 500, typically around 10-12%) minus the risk-free rate (current yield on a 10-year Treasury).

Private Equity

The simplest definition of private equity is the shares representing ownership of or an interest in an entity – that is not publicly listed or traded. A source of investment capital, private equity derives from high-net-worth individuals and firms that purchase shares of private companies or acquire control of public companies with plans to make them private, eventually delisting them from public stock exchanges.

Most of the private equity industry is made up of large institutional investors, such as pension funds, and large private equity firms funded by a group of accredited investors.

Arbitrage

Arbitrage occurs when an investor buys and sells related assets simultaneously to take advantage of temporary price differences. Because of the technology now employed in the markets, the only people who can truly take advantage of arbitrage opportunities are traders with sophisticated software since price inefficiencies often close in a matter of seconds

Diversification

Diversification is creating a portfolio of different types of investments. It means investing in stocks, bonds, alternative investments, etc. It also means investing in different industries. If investors are properly diversified, they can essentially eliminate all unsystematic risk from their portfolios, meaning that they can limit the risk associated with individual stocks so that their portfolios will be affected only by factors affecting the entire market.

Venture Capital

According to the **National Venture Capital Association (NVCA)**, venture capital firms “invest mostly in young, private companies that have great promise for innovation and growth.” Some VC firms invest in traditional fields such as financial services, consumer goods, manufacturing, health care services, and business services and products.

Questions for reference

- What are the different capital budgeting techniques?
- Tell us about NPV and IRR.
- Which approach NPV or IRR is preferable when making an investment decision?

- What exactly do you mean by the financial statements? What are its types? How are they related to one another? Explain how prepaid costs are handled in each financial statement.
- What is a company's market capitalization? Is it the same as the business's net worth?
- What are the three things you would look for in a company's financial records if you were considering investing in its stocks?
- What significance do the various financial statements have? Which do you think is most significant, and why?
- How will you choose which project to finance?
- What distinguishes financial leverage from operating leverage?
- How do depreciation and amortization differ from one another?

MARKETING

Marketing is about identifying and meeting human and social needs. In simple terms, it is about meeting needs profitably.

Marketing and Sales

Marketing and sales are used very generically sometimes even interchangeably. However, veteran marketers find them to be two different aspects when looked at a fine level. Before we look at the differences, the formal definition of marketing is as per The American Marketing Association: The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. As Peter Drucker said, “*The aim of Marketing is to make Selling superfluous*”. The main idea behind marketing is to create interest in any given product/service, which in turn creates leads or prospects. Marketing activities include:

- Consumer research to identify the needs of the customers
- Product development – designing innovative products to meet existing or latest needs
- Advertising the products to raise awareness and build the brand
- Pricing products and services to maximize long-term revenue

On the other hand, Sales activities are:

- Focused on converting prospects to actual paying customers
- Involves direct interaction with the prospects
- Synonymous with having a short-term perspective

Marketing thus tends to focus on the general population (or, in any case, a large set of people) whereas sales tend to focus on individuals or a small group of prospects.

The selling concept takes an inside-out perspective. It starts with a factory, focuses on the company's existing products, and calls for heavy selling and promoting to produce profitable sales. The marketing concept takes an outside-in perspective. It starts with a well-defined market, focuses on customer needs, coordinates all the activities that will affect customers, and produces profits by creating customer satisfaction.

Segmentation, Targeting and Positioning

Before we talk about the technical aspects of STP, which is Segmentation, Targeting and Positioning, try to think of any product, say, shoes; what product brand first comes to your mind? It could be Nike, Adidas, Bata, Lotto, and Kalenji to name a few. Now think about where you see the advertisements of the product that you just thought about and what kind of people apart from you generally choose that product

Segmentation

With the above example, it becomes quite easy to visualize the three concepts. The process of defining and subdividing a large homogenous market into clearly identifiable segments having similar needs wants, or demand characteristics. Its objective is to design a marketing mix that precisely matches the expectations of customers in the targeted segment.

Few companies are big enough to supply the needs of an entire market; most companies, however, must break down the total demand into segments and choose those segments which the company is best equipped to handle. The basis of segmentation can be:

a) **Geography**: Dividing markets into units such as nations, regions, counties, cities or neighborhoods.

- b) **Demographic**: Dividing target market as per variables like age, family size, gender, income, and occupation.
- c) **Behavior**: Dividing a market into groups on the basis of knowledge, attitude or response towards a product.
- d) **Psychographic**: Dividing a market into groups as per personality traits, lifestyle, values

Targeting

With the above example, it becomes quite easy to visualize the three concepts. The process of defining and subdividing a large homogenous market into clearly identifiable segments having similar needs wants, or demand characteristics. Its objective is to design a marketing mix that precisely matches the expectations of customers in the targeted segment. It is the act of choosing whether to consider or not to consider the above-segmented groups in order to cater to them with the intended product/service. Bases for Targeting:

1. *Market size – Sustainability*
2. *Expected growth – Future potential*
3. *Competitive position – Attractiveness*
4. *Cost of reaching the segment – Accessibility*
5. *Compatibility with the organization's objectives & resources*

Positioning

Positioning defines where your product (item or service) stands in relation to others offering similar products and services in the marketplace as well as the mind of the consumer. Good positioning makes a product unique and makes the users consider using it as a distinct benefit to them.

A good position gives the product a USP (Unique selling proposition). In a marketplace cluttered with lots of products and brands offering similar benefits, good positioning makes a brand or product stand out from the rest, confers it the ability to charge a higher price and stave off competition from the others

Marketing Mix

The marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. The 7Ps that make up a typical marketing mix are - Price, Product, Promotion, Place, People, Process and Physical Evidence.

Product: A product is an item that is built or produced to satisfy the needs of a certain group of people. The product can be intangible or tangible as it can be in the form of services or goods. You must ensure to have the right type of product that is in demand for your market. Therefore, during the product development phase, the marketer must do extensive research on the life cycle of the product that they are creating.

Price: It talks about the pricing model that you use in order to reach customer expectations. The right pricing ensures proper extraction of consumer surplus while driving profits to the company.

Place: The product that has been decided above should be available from where your target consumer finds it easiest to shop. This may be High Street, Mail Order or the more current option via e-commerce or an e-tail.

Promotion: Advertising, PR, Sales, Promotion, Personal Selling and, in more recent times, social media are all key communication tools for an organization. These tools should be used to put across the organization's message to the correct audience.

People: This aspect investigates the people that are required to perform and deliver value to the customers. It can be used to identify skill gaps and develop knowledge development programs.

Process: This includes the delivery of your service in front of the customer. It basically talks about the 'ease of doing business' and repeatedly delivering the same standard of service.

Physical Evidence: Almost all services include some physical elements even if the bulk of what the consumer is paying for is intangible. It refers to everything the customer sees when interacting with a business. This includes the physical environment where you provide the product or service, layout or interior designing, packaging and branding.

Consumer v/s Customer

The terms "consumer" and "customer" are often used interchangeably, but a consumer and customer are not always the same entity. Consumers use products while customers buy them. In general, your marketing efforts should be geared toward the consumer, rather than the customer. For example, suppose you own a small business that manufactures and distributes children's games or toys. While the children are the actual users, or consumers, of your product, they are not your customers. Instead, the customers are the parents of the children who actually purchase your products for them. Consumers are just one subgroup of customers. Consider this example with a Philips mixer. If a restaurant buys a Philips mixer grinder (blender) for making juice to serve its patrons, then the restaurant is just a customer and NOT a consumer. However, if you go and buy a Philips mixer grinder to make juice for your children at home, you are a consumer.

Brand and Branding

A brand can be defined as a set of tangible and intangible attributes designed to create awareness and identity and to build the reputation of a product, service, person, place, or organization. The holistic perspective of branding as a long-term strategy includes a wide set of activities ranging from product innovation to marketing communications.

The objective of a branding strategy is to create brands that are differentiated from the competition, thereby reducing the number of substitutes in the marketplace. When high brand equity is achieved through brand differentiation, the price elasticity of demand becomes low, allowing the company to increase the price and improve profitability

Brand Equity

Brand Equity is the value premium that a company realizes from a product with a recognizable name as compared to its generic equivalent. Companies can create brand equity for their products by making them memorable, easily recognizable and superior in quality and reliability. Mass marketing campaigns can also help to create brand equity. The additional money that consumers are willing to spend to buy Coca-Cola rather than the store brand of the drink is an example of brand equity. Brand equity is the set of assets and liabilities associated with a brand, such as the positive image of Coca-Cola in terms of a recreational beverage, or its negative image in terms of health and the consumption of sugar.

Brand Positioning

Brand positioning refers to the target consumer's reason to buy your brand in preference to others. It focuses on all points of contact with the consumer. Brand positioning must answer the following questions:

- Is it unique/distinctive vs. competitors?
- Is it significant and encouraging to the niche market?
- Is it appropriate for all major geographic markets and businesses?
- Is the proposition validated with unique, appropriate and original products?
- Is it sustainable - can it be delivered constantly across all points of contact with the consumer?
- Is it helpful for an organization to achieve its financial goals? Is it able to support and boost the organization?

- In order to create a distinctive place in the market, a niche market must be carefully chosen, and a differential advantage should be created in their mind. Brand positioning is a medium through which an organization can portray to its customers what it wants to achieve for them and what it wants to mean to them.
- Brand positioning forms customers' views and opinions. It is the single feature that sets your service apart from your competitors. For instance, Kingfisher stands for youth and excitement. It represents the brand in full flight

Questions for reference

- What do you consider to be the three most important qualifications for a marketing career?
- What distinguishes a customer from a consumer?
- Describe what you mean by a target market.
- When compared to a long sales cycle, how would you handle a short sales cycle differently?
- Can you give an example of a time when you had to put a new procedure or system in place?
- How will you introduce someone to a novel technological advancement? cite an instance.
- What do you think branding and brand management are?
- How will you determine the cost of a window cleaning business exists?
- How are businesses being shaped by social media marketing?
- What does the marketing term AIDA mean?

CONSULTING AND STRATEGY

Consulting and strategic management is the continuous planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives. Fast-paced innovation, emerging technologies and customer expectations force organizations to think and make decisions strategically to remain successful.

The strategic management process helps company leaders assess their company's present situation, chalk out strategies, deploy them and analyse the effectiveness of the implemented strategies. The strategic management process involves analysing cross-functional business decisions prior to implementing them. Strategic management typically involves:

- Analysing internal and external strengths and weaknesses.
- Formulating action plans.
- Executing action plans.
- Evaluating to what degree action plans have been successful and making changes when desired results are not being produced.

Strategy Tools

Business experts and consultants around the world have a number of tools and frameworks that they rely on to analyze a company's performance. Here are a few of them that might come in handy during your selection process.

SWOT Analysis

SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities, open to you and the Threats you face. Used in a business context, a SWOT Analysis helps you carve a sustainable niche in your market. Used in a personal context, it helps you develop your career in a way that takes the best advantage of your talents, abilities, and opportunities

Developed by Albert S Humphrey in the 1960s, SWOT Analysis is as useful now as it was then. You can use it in two ways – as a simple icebreaker helping people get together to "kick-off" strategy formulation, or in a more sophisticated way as a serious strategy tool.

SWOT ANALYSIS



- **Identify Core Strengths** - It provides a clear view of your core competencies and allows you to build on them to meet your business objectives.
- **Identify Weaknesses** - Recognizing your company's weaknesses is one of the first steps to improve your business. It reveals your weaknesses and provides a chance to reverse them.
- **Explore Opportunities** - It helps you to explore the opportunities that lie ahead. Using this, you can draft your strategic growth plans based on your strengths and weaknesses.
- **Recognise Potential Threats** - It helps you analyse possible threats to your business, and you can subsequently make necessary changes to the business policies and necessary actions. Additionally, it facilitates making supplementary or alternative plans, contingency plans, and so on.

PESTEL Analysis

A PESTEL analysis is a framework or tool used by marketers to analyse and monitor the macro-environmental (external marketing environment) factors that have an impact on an organisation. The result of which is used to identify threats and weaknesses which is used in the SWOT Analysis.



- **Political:** They are all about how and to what degree a government intervenes in the economy.
- **Economic:** This is all about how an organisation does business and how profitable they are.
- **Social:** This includes all the impact of sociocultural factors population growth, and age distribution.
- **Technological:** This is about the new ways of producing, and distributing goods and services with target markets.
- **Environmental:** This is about factors such as scarcity of raw materials, and pollution targets that a company must deal with.
- **Legal:** This includes health and safety, equal opportunities, advertising standards and other rules and regulations

BCG Matrix

This quadrant matrix, developed by the Boston Consulting Group (BCG) in the early 1960s, is a tool that companies use to assess the relative strength of product lines within their portfolios

The Growth rate is determined by reference to market research, or it can be estimated. “Competitive position” includes an assessment of the firm’s overall market penetration and profitability compared to the other players in that market. Products are then positioned in the four cells as shown in the following figure.



- 1. Cash Cows:** Large Market Share in a mature industry. Requires little investment.
- 2. Star:** Larger Market Share in a growing industry. May require investment to maintain the lead.
- 3. Question Marks:** Small Market Share in a growing market. Requires focus and resources.
- 4. Dog:** Small Market Share in a mature industry. Little prospect for gain.

Porter's Five Forces Model

The average profitability in an Industry is determined not only by the intensity of rivalry among competitors but also on the various other forces that compete for a share of the profits. The five forces that drive the competition for profits in an industry are:



- 1. Rivalry among Existing Competitors:** Intense competition leads to reduced profit potential for companies in the same industry
- 2. Threat of New Entrants:** An industry with strong entry barriers is an attractive feature for any company, this allows them to charge higher prices for the services offered and negotiate terms in their favour.
- 3. Threat of Substitutes:** Availability of substitute products will limit your ability to raise prices
- 4. Bargaining power of Suppliers:** Powerful suppliers can demand premium prices and limit your profit
- 5. Bargaining power of Buyers:** Powerful buyers have a significant impact on prices

Questions for reference

1. What motivates your desire to pursue consulting?
2. What characteristics make an excellent consultant?
3. Describe SWOT analysis.
4. How many hospitals are there in India?
5. How do you determine whether the business solutions you provide are effective?
6. Compare the strategic management approach to the general management method and discuss the differences in importance.
7. Do outsiders provide a novel strategic viewpoint?
8. Describe Value Proposition
9. What exactly is a blue ocean strategy?
10. What aspects need to be taken into account if you want to open a new CCD store on campus?

OPERATION AND SUPPLY CHAIN MANAGEMENT

Operations management is an area of management that is concerned with designing, redesigning, and controlling the process of production of goods and services that provide value addition to the customer. The goal of operations management is to maximize the efficiency of the production of goods and services that effectively fulfill the customer needs.

Several operating decisions must be made that have both long and short-term impact on the organization's ability to produce goods and services. If the organization has made good operating decisions in designing and executing its transformation system to meet the needs of the customers, its prospects for long-term survival are greatly enhanced. For example: If an organization makes furniture, some of the operations management decisions involve the following:

1. Purchasing wood and fabric,
2. Hiring and training workers,
3. Location and layout of the furniture factory,
4. Purchase cutting tools and other fabrication equipment

If the organization makes good operations decisions, it will be able to produce affordable furniture with greater production efficiency and reduce defects in manufacturing. Thereby reducing the cost of furniture and leading to greater profits for the organization. Operations management requires making strategic and tactical decisions.

Here we look at some key operations management decisions and associated key terminology:

Capacity planning — The process of determining the production capacity needed by an organization to meet changing demands for its products. Different types of capacity exist.

For example Design capacity is the maximum amount of work that an organization is capable of completing in a given period; effective capacity is the maximum amount of work that an organization is capable of completing in a given period due to constraints such as quality problems, delays, and material management.

Efficiency — Performing activities at the lowest possible cost.

Enterprise Resource Planning (ERP) — Large, sophisticated software systems used for identifying and planning the enterprise-wide resources needed to coordinate all activities involved in the production and delivering products.

Forecasting — The process of predicting future events, including product demand.

Just-In-Time — A philosophy designed to achieve high-volume production through the elimination of waste and continuous improvement. It is an inventory optimization method where every batch of items arrives “just in time” to fulfil the needs of the next stage, which could be either a shipment or a production cycle.

Lean Systems — Sometimes synonymous with just-in-time, it is a philosophy that takes a total system approach to create efficient operations through the elimination of waste.

Location Analysis — Identifying the best location for the facilities of production.

Mass Customization — The ability of a firm to highly customize its goods and services at high volumes through its operations management function

Operations Management (OM) — The business function that refers to the transformation process of converting raw materials into finished goods and services. OM used to be called production and operations management (P&OM). As the field evolved from being primarily tactical (e.g., making inventory and scheduling decisions) to being strategic, the term moved to focus on the broad notion of operations rather than mere production.

Product Design — The process of deciding on the unique and specific features of a product.

Process Selection — Process selection typically goes hand in hand with product design, as we need to create a process that gives rise to the product design desired. An excellent product design is worthless if a process for its creation cannot be developed.

Total quality management (TQM) — A philosophy that seeks to improve quality by eliminating the causes of product defects and by making quality standards, the responsibility of every individual in the organization. Practiced by some companies in the 1980s, TQM became pervasive in the 1990s and is an area of operations management that no competitive company has been able to ignore.

Value-added — A term used to describe the net increase created during the transformation of inputs into outputs. The OM function seeks to create value added in the transformation process.

1. **Quality management** — The process used to ensure the quality of a product, including measuring quality and identifying quality issues.
2. **Reengineering** — The process of redesigning a company's processes to increase its production efficiency, improve quality, and reduce costs. In many companies, things are done in a certain way that has been passed down over the years. Operations management is a key player in a company's reengineering efforts.

Supply Chain Management

The management of the flow of goods and services involves the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption.

1. Logistics: The time-related positioning of resources to meet user requirements.

2. Consignment: This term has more than one meaning, most often it means the act of placing your goods in the care of a third-party warehouse owner (known as the consignee) who maintains them for a fee. In addition to storing the goods, the consignee may sell or ship them to customers on your behalf for a fee.

3. Inventory: A term used to describe all the goods and materials held by an organization for future sale or use a list of items held in stock.

4. FIFO: First in, first out is a method of cost lot tracking where items are valued and sold in the order they were purchased.

5. Landed Cost: The total cost of ownership of an item. This includes the cost price, shipping charges, custom duties, taxes, and any other charges that were borne by the buyer.

6. LIFO: Last in, first out is a method of cost lot tracking where your most recent purchases are sold first. It works exactly opposite to FIFO.

7. Bill of Material: A listing of components, parts, and other items needed to manufacture a product, showing the quantity of each required to produce each end item.

8. Demand-Driven Supply Chains: This is where a supply system is in direct response to a single point of demand.

9. Transit Time: The time taken to move goods physically between different locations in a supply chain or laterally to another facility.

10. Turn Around Time (TAT): The total time taken to repair a component at the repair location, including waiting time but excluding the transit time.

11. Reverse Logistics: The requirement to plan the flow of surplus or unwanted material or equipment back through the supply chain after meeting customer demand.

Questions for reference

1. How may JIT implementation benefit a company?
2. What effects does the Bull Whip effect have?
3. What distinguishes supply chain management from logistics?
4. What exactly is quality control? What are the methods of quality control?
5. Can you share your knowledge of Six Sigma with us?
6. What are the various production strategies?
7. Can you provide instances of various manufacturing techniques in real-world settings?
8. What impact did the pandemic have on global supply chains?
9. How will SCM support the switch to electric vehicles?
10. How does the supply chain of an online retailer look?

ALL THE BEST

- While you may not be questioned on all the above-mentioned areas, it is always better to be prepared for them.
- We do understand that a lot of time and effort has to be invested but the opportunity to be a part of the IIM community is once in a lifetime opportunity for learning, self-discovery and growth.
- All through this, we are here for any help that you may require in your endeavours towards your quest for a seat at one of India's premier B-Schools.

We wish all the candidates
Best of Luck!

In case of any queries reach out to us on

