ICFAI Business School (IBS) Hyderabad

Constituent of

The ICFAI Foundation for Higher Education (IFHE)

Program Curriculum Document
The MBA Program

ICFAI FOUNDATION FOR HIGHER EDUCATION ★ Hyderabad

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

ICFAI Business School (IBS), Hyderabad
Program Curriculum Document

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MISSION

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

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

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

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

VISION

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

1. Introduction

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

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

In consonance with its mission and vision, ICFAI Business School (IBS) seeks to develop leaders in management with a perfect blend of attitudes, skills and knowledge through an industry focused curriculum and case-based pedagogy. The MBA program provides a broad perspective

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

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

2. Admission Modalities and Registration

Eligibility

Graduation (any discipline) with 50% and above marks with medium of instruction as English. All applicants should have completed a minimum of 15 years of education (10+2+3 or 10+2+4 basis). Candidates not meeting the eligibility criteria of English medium in graduation have to submit the TOEFL/NELT / IELTS score by May 31, 2021. Applicants in their final year bachelor's degree course are also eligible to apply, provided they complete their graduation requirements (including practical examinations / viva / assignments) before the commencement of the academic year. The admission will remain provisional until they produce marks sheets and degree certificates establishing their eligibility.

Admission Procedure

The candidates seeking admission to MBA program have to appear for IBSAT. IBSAT test is conducted by The ICFAI Business School for students seeking admission to the MBA / PhD programs of IBS Hyderabad. It is an aptitude test based on Computer Based Test (CBT) format. The test is of 2 hours duration and is conducted in 4-5 sessions per day at test centers across India. Scores of GMAT® /CAT/ NMAT by GMACTM are also accepted in place of IBSAT.

Selection Briefings

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

Selection Process

The candidates who qualify on the basis of IBSAT/ GMAT®/ CAT/NMAT by GMACTM are called for Selection process at IBS Hyderabad in February / March every year. The final selection is based on performance in Group Discussion, Personal Interview and the past academic performance (performance in Class X, Class XII and Graduation).

Provisional Admission

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

a. Completion of minimum 15 years of education through 10+2+3 mode, until graduation.
b. Securing minimum 50% marks in graduation. For computing the percentage secured in graduation the method followed by the respective university is taken into consideration.
c. English as a medium of instruction at undergraduate level or submission of pass certificate of TOEFL or IELTS.
d. Payment of required fee such as program, hostel fee etc.

Submission of proof of graduation

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

Registration

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

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

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

i. Student has outstanding fees due including Hostel and Mess fees.
ii. Student has an NC (Not Cleared) report or RC (Registration Cancellation) report in preceding semester.
iii. Student has been detained due to disciplinary proceedings.
iv. Student has been specifically asked to stay away from that semester for academic reasons.
v. Student has failed to convert the provisional admission into a regular admission by the specified date.
vi. Student is debarred for malpractices in any examination.

Late Registration

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

Address Change

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

Change of Name/Correction

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

Communication to Students:

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

Parent's Corner:

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

3. Program Structure & Requirements

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

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

The Program duration

The two year program has four semesters (two semesters per year). Each semester is of 17 week duration. After the first year, students undertake a 12 week Summer Internship Program (SIP).

The program consists of a prescribed set of courses. Each course offered during the semester is generally allotted 33 classroom sessions (for a 3 credit course) of 1 hour 15 minutes each.

The number of hours of work to be put in by the student for a particular course depends on the number of credits allotted for each course. A credit is a convenient unit which denotes the estimated time required to be put in by a student for the course during the week, including classroom sessions. One credit involves 11 sessions of classroom instructions per semester.

The Structure of the Program

The Program comprises of 30 courses (22 Compulsory Courses and 8 Elective Courses), Summer Internship Program and Soft Skills Labs. These courses are spread over four semesters. The structure of the program giving details of courses and credit units is given in the following table.

The students are also holistically taught and trained through the concept of Syndicated Learning Program (SLP), involving Classroom Sessions, Group Discussions, Mock tests, Interviews designed and executed by Academia and Industry experts. SLP prepares the MBA student for

campus placements. Domain knowledge and soft skills are made integral part of SLP and given more focus.

Program Structure		
Course Code	**Course**	**Credits**
Semester I		
SL AC 501	Accounting for Managers	3
SL RM 501	Business Analytics - I	3
SL GM 501	Business Communication	3
SHGM501	Business History	2
SL FI 501	Financial Management - I	3
SL IT 501	Information Systems for Managers	3
SL EC 501	Managerial Economics	3
SL MM 501	Marketing Management - I	3
SL HR 501	Organizational Behavior	3
Semester II		
SL RM 502	Business Analytics - II	3
ALHR 502	Career Management	3
SL FI 502	Financial Management - II	3
SH FI 631	Goods and Services Tax (GST)	2
SL HR 502	Human Resource Management	3
SL GM 502	Legal Environment of Business	3
SL EC 502	Macroeconomics & Business Environment	3
SL MM 502	Marketing Management - II	3
SL OP 502	Operations Management	3
Summer Internship Program - SIP		
FL IP 500	Summer Internship Program	10
Semester III		
SL GM 601	Business Process Integration	3
SL GM 611	Business Strategy	3
	Elective - I	3
	Elective - II	3

	Elective - III	3
	Elective - IV	3
	Elective - V	3
Semester IV		
SL GM 602	Business Ethics and Corporate Governance	3
SL IT 502	Management Control Systems	2
SLEC601	Public Policy	1
	Elective - VI	3
	Elective - VII	3
	Elective - VIII	3
Total Number of Credits (minimum)		98

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

Electives offered in MBA Program for Semester –III & IV

Electives

The student can pursue elective courses in Marketing, Finance, Human Resource Management, Operations and Information Technology & Systems. Students are required to choose eight electives, five electives in Semester III and three electives in Semester IV.

List of Electives**

Semester-III

Finance

1. Financial Analytics
2. Insurance Analytics
3. Banking and Financial Services Analytics
4. Corporate & SME Banking
5. Global Capital Markets
6. Banking Management
7. Commodity and Commodity Derivatives
8. Investment Banking
9. Security Analysis
10. Financial Risk Management
11. Financial Statement Analysis
12. Financial Econometrics
13. Wealth Management
14. Retail Banking
15. Risk & Insurance
16. Health insurance
17. Insurance Law and regulations
18. Life insurance
19. General Insurance

20. Insurance operations
21. Actuarial principles

HR

1. HR Analytics
2. HR Planning
3. Performance Management & Reward Systems
4. Training and Development
5. Industrial Relations & Employment Laws
6. Competency Mapping and Assessment

Marketing

1. Rural Marketing
2. Marketing Research
3. B2B Marketing
4. Services Marketing
5. Sales & Distribution Management
6. Retail Management
7. Product Management
8. Customer Relationship Management
9. Digital Marketing
10. Marketing Analytics
11. Brand Management

OP& IT

1. Business Intelligence and Analytics
2. Business Analysis
3. Healthcare Analytics
4. Supply Chain Analytics
5. Prescriptive Analytics
6. Business Modeling and Simulation
7. Project Management
8. Supply Chain Management

Semester-IV
Finance

1. Financial Analytics
2. Insurance Analytics
3. Banking and Financial Services Analytics
4. Corporate & SME Banking
5. Treasury Management
6. Behavioral Finance
7. Strategic Financial Management
8. Strategic Cost Management
9. Risk Management in Banks
10. Mergers and Acquisitions
11. Financial Services
12. Quantitative Finance and Financial Modeling using SAS
13. Microfinance and Self Help Groups
14. Portfolio Management and Mutual Funds
15. Project Appraisal and Finance

16. International Banking
17. Risk & Insurance
18. Health insurance
19. Insurance Law and regulations
20. Life insurance
21. General Insurance
22. Insurance operations
23. Actuarial principles

HR

1. Strategic HRM
2. Managing Knowledge Workers
3. Global HRM
4. Organization Development: Diagnosis and Intervention
5. Leadership Skills and Change Management
6. HR Analytics
7. Managerial Psychology
8. Corporate Communication

Marketing

1. Entrepreneurial Development
2. Managing the Family Business
3. Marketing Analytics
4. Consumer Behavior
5. B2B Marketing
6. Services Marketing
7. Integrated Marketing Communication
8. Sales & Distribution Management
9. Strategic Marketing Management
10. Retail Management
11. Brand Management
12. Digital Marketing

OP& IT

1. Business Intelligence and Analytics
2. Business Analysis
3. Healthcare Analytics
4. Supply Chain Analytics
5. Service Operations Management

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

Soft skills Courses:

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

Career Management course is introduced in Semester-2 with topics focusing on choosing career and the dynamics of managing a career. Cross-cultural communication has also been included keeping in view the multi-ethnic nature of Indian Corporate and increased interaction with foreign companies. The course is designed to develop students' personality and enhance their communication, presentation and inter-personal skills.

Summer Internship Program

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

Mentorship

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

Elective Courses

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

The balance 4 electives can be chosen in the following manner

Four electives from any other stream leading to dual specialization.

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

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

Expectation from Students

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

This includes:

i. Bring their own laptop

ii. Carrying cases and related material with thorough preparation for each session as per the instructions of the faculty members.

iii. Arriving promptly and staying until the end of each class. Late entry is not allowed.

iv. Active participation and constructive discussions in and outside class rooms. Adhering to deadlines and timetables established by the instructor.

v. Displaying appropriate courtesy to academic and non-academic staff and fellow students both in and outside class.

vi. Giving constructive feedback on faculty performance in time.

vii. Students should give a true feedback on the parameters given in the feedback form (online). Every student should provide faculty feed back in time and 2 times per Semester without which the student cannot access their semester results.

viii. Feedback is expected after every 15th session and 30th session in each of the semesters.

Course Curriculum and Description (Semester-wise)

Semester: I

Course Code: SLAC501
Course Name: Accounting for Managers

Course Description:
The course focuses on the detailed understanding of accounting concepts and principles along with their relevance in the changing global business environment. It relates these concepts to the preparation of various financial statements, like Income Statement, Balance Sheet and the Cash Flow Statement. It also involves the calculation of Unit Cost and the preparation of cost sheet and quotations. It covers the break-even analysis and decision making alternatives for the short term, emphasizing on the evaluation and selection of a feasible alternative for the business.

Course Objectives:
At the end of the course, the student will be able to:
- Develop conceptual knowledge required for preparation of books of accounts.
- Create books of accounts on the basis of principles and regulations of accounting.
- Analyze and interpret financial statements for prudent business decisions.

Learning Outcomes:
At the end of the course, the student will be able to:
- Understand book keeping system, concepts of Accounting, Accounting standards and cost concepts.
- Prepare Financial and Cost statements required for reporting and analysis purpose.
- Gain familiarity with terminologies, accounting methods and various uses of financial statements.
- Identify the importance of managerial reports and techniques to analyze them for decision making.

Reading Material:

1. Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (AHM), 13/e.
2. Framework for Preparation and Presentation of Financial Statements (Issued by ICAI) (http://www.mca.gov.in/XBRL/pdf/framework_fin_statements.pdf)
3. **Indian Accounting Standards (IND ASs) – Issued by ICAI** https://www.icai.org/post.html?post_id=7543

Supplementary Reading Material:
1. Accounting for Management – Text & Cases by SK Bhattacharyya and John Dearden (3rd Edition), Vikas Publishing House
2. Introduction to Management Accounting by Horngren, Sundem, Stratton, Burgstahler and Schatzberg (14th Edition), Pearson

Session No.	Topic / Area Covered	Teaching Objectives	Learning Outcomes	Cases to be Discussed
1	Introductory session	To introduce the necessity of accounting in business. Basic accounting equation to introduce transaction analysis	Understand why accounting is required for business.	
2-3	Journalizing the transactions, Posting in ledger, trial balance	Becoming familiar with the traditional method of transaction and distinguishing it with transaction analysis procedure using accounting equation.	Numerical to solve in both the methods	AHM (Chptr-1)
4-5	**Introduction to Accounting Concepts:** Money Measurement Concept, Entity Concept, Going Concern Concept, Cost Concept, The Dual Aspect Concept Schedule 3 of Companies Act 2013 format of balance sheet ,statement of changes in equity and their elements	To discuss the format and various elements of Balance Sheet and statement of changes in equity.. To discuss the various concepts on which this statement is based on.	To understand the format ,terms involved in balance sheet as per regulations and learn accounting concepts of balance sheet	
6-7	**Basic Accounting Concepts:** The Accounting Period Concept, Conservatism Concept, Realization Concept, Matching	To discuss the format and various elements of statement of profit and loss To discuss the various concepts on which this statement	To understand the format ,terms involved in statement of profit and loss as per regulations ,calculation of EPS	

	Concept Consistency Concept, Materiality Concept Schedule 3 of Companies Act 2013 format of statement of profit and loss and its elements	is based on.	and to learn accounting concepts of balance sheet	
8 - 9	Comprehensive Problem Solving	To provide additional practice of the concepts relating to the Income Statement and the Balance Sheet	Extended practice of the application of principles and concepts of Income Statement and Balance Sheet	
10	**Class Test - 1 (Objective)**		**Sessions 1 to 10**	
11-12	**Revenue Recognition Concept** – Gross versus Net, Timing of Revenue Recognition, Delivery / Sales Method, Collection Method, Production Method, Percentage of Completion Method, Installment Method Amount of Revenue Recognition, Cash Discounts, Revenue Adjustment versus Expense, Warranty Costs.	To Discuss the criteria for revenue recognition under accrual accounting so as to know when and how much revenue should be recognized. To discuss various methods associated with revenue recognition.	Understanding of how accounting transactions influence operating decisions and Knowledge of improper ways that can be used to inflate the operating performances.	Case 5-3: Joan Holtz (A) Problems solving
13 - 14	Inventory valuation in Merchandising / Manufacturing / Service Companies Full Cost of Inventory, Product versus Period Cost,	To discuss principle and various methods of inventory valuation	Familiarity with the methods to value inventory and understanding the reporting consequences under each	Case 6-2: Lewis Corporation

	Periodic versus Perpetual Methods of Inventory Costing, Specific Identification Method, FIFO, LIFO, Average Cost Method Valuation Principle		method.	
15 - 17	Long-Lived Assets Asset versus Expense Self-Constructed Assets Depreciation and Disposal Depletion and Appreciation Intangible Assets: Goodwill, Patents and Copyrights Research and Development Cost	To describe the nature of long-term assets and its various kinds. To discuss their recording principle in the books of accounts.	Learning how the Long term assets differ from other assets in terms of its use in the business and valuation in the books.	Case 7-3- Stafford Press
18 – 20	Purpose of Cash Flow Statement Utility, Liquidity versus Profitability, Contents of Cash Flow Statement Cash flow from Operating Activities Cash flow from Investing Activities Cash flow from Financing Activities Direct method versus Indirect method Non Cash transactions	To discuss the difference between cash flow and earnings and importance of cash-flow statement (CFS) To discuss the broader activities affecting the cash flows to the firm To discuss the preparation of CFS under different methods.	Learning and appreciating about cash flow statement being a derivative of Income Statement and Balance Sheet. Learning how and why a company can be cash rich yet unprofitable and vice-versa. Enables to prepare cash-flow statement for a company.	Problems from AS-3
21	**Class Test 2 (Written Test)**		**Sessions 12 to 22**	
22	Understanding Annual Report, Notes, Schedules,	To discuss the annual reporting by companies and	Familiarity with the annual reports of companies, its	Annual report of TATA Steel Ltd.

	Auditors Report, Directors Report, M D & A, Off Balance Sheet Items	detailed content of the report	purpose and content	
23 - 26	Behavior of Cost: Cost concepts and classification of costs; Relation of Cost to Volume; Variable and Fixed Costs, Unit Costs Break Even Analysis & Applications; Break Even Point, Target Profit, Operating Leverage, Contribution	To discuss the cost concepts, the various types of costs To discuss the cost-volume relationship and computation of BEP. To discuss concept of operating leverage and how it affects profits.	Enables to understand how cost structure plays a vital role in magnifying profits or losses of a firm and changes the level of BEP.	Case 16-1: Hospital Supply, Inc Case 16-3: Bill French
27-28	Full Cost – Concept & Uses Measurement of Direct Costs Allocation of Indirect Costs	To discuss preparation of cost sheet and various classifications of cost, To discuss the ways of cost allocation across cost objects.	Enables to identify the relevant costs associated with a cost object for strategic decision-making. Makes to learn how to prepare a cost sheet.	Theoretical concepts with examples Case: Pepe Denim (CRC)
29	**Class Test - 3 (Objective)**			
30 - 33	Decisions Involving Alternative Choices: Make or Buy; Dropping a product line; Shut down / Subcontract; Acceptance of Special Order	To discuss the considerable factors associated with strategic decisions of the firm such as 'make or buy' a product, etc.	Enables to identify the important criteria while evaluating alternatives for decision making.	Case 26-1: Import Distribution Inc Case 26.2-: Forner Carpet company

Evaluation Timelines:

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

Component	Component Number	Expected slot / due date	Marks declaration by	Weightage
Class Test 1	1	11th session	14th session	**10**
Class Test 2	2	23rd session	26th session	**20**
Class Test 3	3	31st session	33rd session	**10**

Project Assignment	4	28th session	33rd session	**10**
Class Participation	5	33rd session	33rd session	**10**
End exam	At the end of the semester		Examination Department	**40**
	Total			**100**

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

Links to NPTEL videos:

1. https://www.digimat.in/nptel/courses/video/110101003/L01.html (Introduction to Management Accounting)
2. https://www.digimat.in/nptel/courses/video/110101003/L02.html (Double Entry System, Forms of Organization)
3. https://www.digimat.in/nptel/courses/video/110101003/L03.html (Financial Statements)
4. https://www.digimat.in/nptel/courses/video/110101003/L04.html (Balance Sheet)
5. https://www.digimat.in/nptel/courses/video/110101003/L05.html (Profit and Loss Account)
6. https://www.digimat.in/nptel/courses/video/110101003/L07.html (Accounting Concepts, Standards, IFRS)
7. https://www.digimat.in/nptel/courses/video/110101003/L08.html (Depreciation, Inventory, Goodwill)
8. https://www.digimat.in/nptel/courses/video/110101003/L09.html (Inventory Valuation & Cash Flow)
9. https://www.digimat.in/nptel/courses/video/110101003/L10.html (Cash Flow Statement Cases1)
10. https://www.digimat.in/nptel/courses/video/110101003/L11.html (Cash Flow Statement Cases2)
11. https://www.digimat.in/nptel/courses/video/110101003/L12.html (Cash Flow Statement Cases Part II)
12. https://www.digimat.in/nptel/courses/video/110101003/L20.html (Types of Costs)
13. https://www.digimat.in/nptel/courses/video/110101003/L21.html (Accounting for Costs)
14. https://www.digimat.in/nptel/courses/video/110101003/L27.html (CVP Analysis)
15. https://www.digimat.in/nptel/courses/video/110101003/L35.html (CVP and BEP Analysis)
16. https://www.digimat.in/nptel/courses/video/110101003/L36.html (CVP Analysis - Cost Indifference point & leverage)

Course Code: SHRM-501

Course Title: **Business Analytics -I**

Course Description:

This course is designed to provide broad foundation to the students Business Analytics. The course provides basic concepts of probability distributions to enable understanding of hypothesis testing which helps in business decision making. The course deals with various descriptive analytics and visualization techniques to handle and analyze various data forms. Each session will help the students to understand the concepts, techniques and their application using software such as Excel, SAS, Tableau and R.

Course Objectives:

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

- Demonstrate relevant frameworks, tools and techniques to enhance the capability of objective driven decision making.
- Build the understanding of business technologies and designs of data analytics process to get value and deeper insights.
- Interpret the research output of different research analysis done in Excel, Tableau, R and SAS.
- Choose the best alternative for better business outcomes through data analysis.
- Apply different methods and techniques of quantitative methods in other courses like Managerial Economics, Operations Management, Business Analytics II, Marketing Analytics, Marketing Research, Portfolio Management, Financial Econometrics etc.

The course will be driven through Excel, R and SAS.

Expected Learning Outcomes:

- Apply conceptual understanding necessary to make meaningful analysis of data
- Develop a manager's orientation and appreciation to evaluate different alternatives based on available data and select the best alternative.
- Make use of different quantitative techniques in solving the research and business problems
- Identify appropriate quantitative tools and techniques for decision making

Recommended Text Book:

- Business Analytics (Compiled book for IBS), Cengage ,2019

Suggested reference books:

- Business Analytics Data Analytics and Decision Making Albright & Winston
- Statistics for Business & Economics (SB&E) Anderson et. al., Cengage Learning, 12e.

Course Outline

Session No.	Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters	NPTEL/Swam Links
1	Introduction to Business Analytics • Evolution of Business Analytics •Frame work of Business Analytics	To introduce the concept of business analytic and fame work of BA	Classroom exercise & numerical problems	1	https://www ube.com/wat =jr0KpLCH2g: =PLPjSqlTyvI MNtsclHYFeC EKmAG- https://www ube.com/wat =BoFztRQxBC ist=PLPjSqlTy CMNtsclHYFe oEKmAG &index=1
2-3	Exploring Data Types of Data and sources •Quantitative and categorical data • *Measurements, scales and collection of data Attitude Measurement* • *Introduction to Research* •*Types of research* Cross Sectional, longitudinal data and Time series data •Collection and Preparation of data •	• To understand the concepts of • Populations and Samples • Data, Variables, Types of Data To learn the measurement and scaling concepts • Time Series Data	Classroom exercise & numerical problems	2, 3,4, 5	https://www ube.com/wat =Ppv8IXvSUk t=PLPjSqlTyvI MNtsclHYFeC EKmAG-&ind
4-5	Descriptive Analytics Creating frequency distributions- relative and cumulative , •Summary measures of data • Measures of Association between two variables(Pearson Correlation	To understand... •Idea of Distribution •Outliers & Missing Values •Measuring Location and Variability •The focus will be on Tabulation of data useful for visualization	Case: Heavenly Chocolates web site Transactions	6	https://www. ube.com/wat =8LgR42WCR st=PLRueFtKL N7MmQ8pdp Oe_s8vGJG48 x=4 https://www. ube.com/wat =XaHFNhHfX

					ist=PLRueFtKI N7MmQ8pdp Oe_s8vGJG48 x=5 https://www. ube.com/wat =tyfrT0cSZKo =PLRueFtKLrC MmQ8pdpQe s8vGJG4&ind
6-7	Visualization Analytics Advanced Visualization using Tableau •Overview of Data Visualization • Tabulation of data • Advanced Charts and Dashboards tables and Charts	To understand... Visual representation and interpretation •Use of dash boards in decision making	Case: All Tie Move Box Office Data	7	https://www. ube.com/wat =eFByJkA3ti4 https://www. ube.com/wat =JhK2qVi5dC
8-9	Power BI •Transform data into visuals, explore and analyze data	Helps in providing service that delivers insights to enable fast, informed decisions	Classroom exercise & numerical problems	8	https://www ube.com/wat =_zioodkDZ
10-12	Introduction to Random Variables, Expected value and Variance Binomial, Poisson & Normal & exponential Distributions	• To understand random variable, studying random behavior • understanding distributions and drawing inferences	Classroom exercise & numerical problems	10,11	https://www. ube.com/wat =WSANiPbatH https://www. ube.com/wat =Vpoi5W6a3I https://www ube.com/wat =I2_7kb_R
13	Test 1				
14-16	*Sampling ,Questionnaire design* •Various Sampling Methods Sampling Distribution Point Estimation &	• To understand the concept of Sampling, Sampling Distributions Estimation To be able to develop survey questionnaire	Classroom exercise & numerical problems Case: Indian Company Explaining Research	12,13	NPTEL video Sampling - 1 NPTEL video Sampling - 2

	Criteria of good estimator		Process Flyway Airways Canterbury Travels		NPTEL video Sampling - 3 NPTEL videc Sampling -
17-18	Interval Estimation Concepts of interval estimations To develop confidence interval for mean, proportion for one and two populations	To estimate the population parameters	Classroom exercise & numerical problems	14	NPTEL video Interval Estimation – NPTEL video Interval Estimation – NPTEL videc Interval Estimation
19-21	Hypothesis Testing - 1 To learn the Basic Concepts Testing of Hypothesis Testing for Mean, Proportion (One Population	To understand... Carrying out of testing of hypothesis in one sample managerial contexts	a. Implementation of Odd-Even Scheme for Private Cars in Delhi – A Pilot Study on Pollution Control (IBSCDC: QM0037) b. Care Hygiene (ICMR Case) c. Quality Associates (from PTB)	15	1. https tel.ac ourse 0/107 1071 2. https tel.ac ourse 0/107 1071 3. https tel.ac ourse 0/107 1071 4. https tel.ac ourse 0/107 1071

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22	TEST-2	Sessions 10-23	TEST-2 Chapters –		
23-25	Hypothesis Testing - 2 Testing for differences in Means, Testing for difference in Testing for Proportions (Two Populations)	To understand... Carrying out of testing of hypothesis in two sample managerial contexts	. Implementation of Odd-Even Scheme for Private Cars in Delhi – A Pilot Study on Pollution Control (IBSCDC: QM0037) b Amit's Dilemma - Choosing MBA Specialization (A) c. Amit's Dilemma - Choosing MBA Specialization (B)	16	1. https://np c.in/cours 10/107/1 7114/ 2. https://np c.in/cours 10/107/1 7114/ 3. https://np

					c.in/cours 10/107/1 7114/ 4. https://np c.in/cours 10/107/1 7114/ 5. https://np c.in/cours 10/107/1 7114/ 6. https://np c.in/cour 10/107/1 7114/
26-28	Chi-square Distribution based Tests •Test for SD/Variance • Test of Independence •Goodness of Fit Test.	•Understanding these important tests •Managerial Applications of these tests	Case: A Study of Soap Segment in Indian FMCG Market (IBSCDC: QM0023)	17	https://www ube.com/wat =ohquDY3fZq t=PLPjSqITyv BBaFUbkLDJC YuNeR1&inde
29-30	Analysis of Variance Testing equality of Means of several Populations •Multiple Comparison Procedure	Testing for equality of several population means (with managerial applications) •Multiple comparison of means to arrive at meaningful managerial conclusions	Case ICMR Case : Real Foods Implementation of Odd-Even Scheme for Private Cars in Delhi – A Pilot Study on Pollution Control (IBSCDC: QM0037)	18	https://www ube.com/wat =TrvPwzzQCc st=PLRueFtK N7MmQ8pdp Oe_s8vGJG48 x=15
31-32	Non Parametric Analytics a) one-sample sign test b. two-sample Wilcoxson test c. Kruskal-Wallis test.	To understand the distribution free tests		19	https://www. ube.com/wat =Tg5xID6dAe https://www ube.com/wat

	d. The runs test e. Rank Correlation				= JmGaWOS
33	TEST-3	Sessions 23-32	TEST-3 Chapters –		

Evaluation Timelines

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

Component	Component Number	Expected slot / due date	Marks declaration by	Weightage
Class Participation	1	Session 30	Session 33	**10**
Test I	2	Session 13	Session 16	**20**
Test II	3	Session 23	Session 26	**20**
Test 3	4	Session 33	After one week	**10**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SLGM501

Course Name: Business Communication

Course Objective

The module bestows on students opportunities to learn and practice business writing skills and prepare them for making effective presentations. The module is exercise –driven & hands-on and covers the following areas

- Effective Presentation Skills
- Types of business correspondence - Memos, letters, claims & responses
- Resume and Cover Letter
- Business Proposals
- Business Reports
- Business Meetings
- Crisis Communication

Learning Outcome

The module will help students to

1. **Prepare** for making effective presentations

2. **Demonstrate** effective writing skills - Letters, memos, reports, business proposals, resume, cover letter
3. **Conduct or participate** in meetings and record the Minutes systematically
4. **Communicate** effectively during crises

Recommended Text Book: Business Communication-Connecting at Work-Hory Shankar Mukerjee-Oxford University Press-2013

Suggested Reference books:

1. BCOM: Lehman, Dufrene, Sinha - Cengage Learning
2. Business Communication-Meenakshi Raman & Prakash Singh-Oxford University Press
3. Effective Business Communication - Krizan, Merrier, Logan & Williams-Cengage Learning
4. Business Communication Today-Courtland L.Bovee, John V.Thill and Abha Chatterjee-Pearson Education Asia
5. Effective Business Communication-Herta A Murphy, Herbewrt W Hildebrandt & Jane P Thomas

Course Outline

Topic/Area Covered	Case	Case Details	Chapter Reading
Effective Presentation Skills (input Sessions)	Discussion		12,13
Body Language	Discussion		5
Principles of Business writing	**That's the way**	Department Case	2,6
Resume and Cover letter	Discussion with Sample Resumes		16
Effective Presentation Skills Current Corporate Analysis (CCA)	Student Presentations		12,13
Memos	Discussion –Sample Memos		7,8
Business Letters-Claims & Responses, Negative messages	**Write right**	Department Case	7,8
Agenda & MOM	**Case,** Role Play & Exercise	Department Case	10
Business Proposals	Discussion & Analysis of sample proposal		9

Report Writing (including SIP report)	Discussion & Analysis of sample report		9
Effective Presentation Skills- Book or Movie Review	Student Presentations		12,13
Note Making, Blogs, Podcasts, Tweets	Discussion		7, 8,18
Crisis Communication	**Crisis All The Way**	Department Case	7,8

Evaluation Guidelines

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

Component	**Component Name**	**Weightage**
Class Participation	Class Participation	10
Non Class Participation	Resume & Cover Letter	10
Non Class Participation	Presentation -1- CCA	10
Non Class Participation	Business Letters- Claims & Responses, Negative messages(Group Assignment)	10
Non class participation	Report Writing	10
Non Class Participation	Presentation – 2 Book or Movie Review	10

Course Code: SHGM 501

Course Name: **Business History**

Course Objectives: This course is designed to .....

- Help the student appreciate the concept of business history
- Business history helps you analyze the reasons for success, prosperity or failure of organizations and business groups
- Allow the student to analyze how leaders shaped organizations

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

- Understand historical perspective on entrepreneurship, ethics, business communities and multinationals can enhance your knowledge of how things have evolved, what worked and what did not work, how leaders made decisions, how public policy affected business, how business coped with business cycles etc.
- Gain an understanding of how a historical perspective can make better manager by taking right decisions.
- Understand the values and vision on which organizations were built.
-

Topic	Sub topics	Reading material
Early origins of businesses in India	• East India company • Development of Managerial capitalism in India • Early Business Houses in India – emergence of business groups in Bombay and Calcutta	**Chapter 26** (A comprehensive history of business in India – P N Agarwala) Videos: https://www.youtube.com/watch?v=kUWEYLVooxU https://www.youtube.com/watch?v=DzDwz18ng7w
Businesses that changed the world	• The Transcontinental Railroad – The Indian Railways • Henry Ford : Building cars and Markets for them	**Chapter 29** (A comprehensive history of business in India – P N Agarwala) and Money & Power : The History of Business by Howard Means – Wiley Books
	• Robert Woodruff – The Brand's the thing	Videos: https://www.youtube.com/watch?v=u1v-pOBozNE&t=81s
	• J Pierpont Morgan – The American Colossus	https://www.youtube.com/watch?v=n1IzetXHttI
	• Bill Gates Cyberspace – The Dematerialized Future	https://www.youtube.com/watch?v=1GhRJNdoJCc
Business history of India – pre and post independence	• Indian businesses prior to Independence ➢ *The emergence of Industrial groups in Bombay and Calcutta* ➢ *Growth of Joint Stock companies* ➢ *Saga of Textile Industry*	**Chapters 9, 29, 31, 34, 35** (A comprehensive history of business in India – P N Agarwala)
	➢ *Infrastructure and Engineering, Irrigation*	
	• At Independence	
	➢ *The Nehruvian Era – Rise of the Public sector*	
	➢ *The license Permit Raj - Challenges*	
	➢ *Financial and Banking system – early years*	
	➢ *Nationalization of Banks*	
Liberalization and Post liberalization business environment	• **Into a new age (Post Reforms era)** ➢ *Privatization : Lessons from developing countries* ➢ *Liberalization and Opening up of the Indian Economy – Auto, Insurance, Banking, Services, Logistics, Transportation.*	**Chapter 9** The Oxford History of Contemporary Indian Business **Chapter 14 :** (A comprehensive history of business in India – P N Agarwala)

		Chapter 10 : (A comprehensive history of business in India – P N Agarwala)
	➢ *Business Groups facing the Globalization challenge*	
	➢ *Emergence of New Businesses – IT, ITES, Services,*	
	➢ *Entrepreneurship and Startups*	
Successful Indian business pioneers and leaders	i. Birlas – Aditya Birla ii. Tata's – Ratan Tata iii. Reliance – Dhirubhai Ambani iv. Goenkas – Rama Prasad Goenka v. Thapars vi. Godrej vii. Bajaj viii. Infosys	Business Maharajas – Gita Piramal, Penguin Books, Secondary Sources
Business Failures in India	Airlines – Kingfisher & Deccan Mobile Phones – Nokia IT - Satyam Computers Ltd Two wheelers – Kinetic & LML Automobiles – Hindustan Motors	Secondary Sources
Presentations by student groups and debriefing by faculty		
Test		

Note: 1. *For the project report students will be divided into groups of 5 each and assigned to work on an organization of their choice. Students can gather information from secondary and primary sources.*

2. Non class participation (test) will be held on22nd Session during the common hour.

Annexure

Proposed text book "The Concise Oxford History of Indian Business" by Tripathi and Jumani, Oxford (2007)

Suggested reference books:

1. Business History around the world by Amtori and Jones, Cambridge University press (2003)
2. Money and Power by Means, Wiley and Sons, 2001
3. A Comprehensive History of Business in India by Agarwala, Tata McGraw Hill, 2001
4. The Business Maharajas by Gita Piramal (2000), Penguin Books
5. "The Origins of Industrial Capitalism in India" – Rajnarayan Chandavarkar, 1994 – Press Syndicate of the University of Cambridge
6. The Economic History of India, 1857–1947. *By Tirthankar Roy.* Oxford: Oxford University Press, 2001.
7. Management in India: Trends and Transitions (2005), by Herbert J. Davis, Samir

Evaluation components

- Class Participation : 10 marks
- Non Class Participation - Test (Multiple Choice questions) : 20 marks

- Project Presentation: 30 (15 Marks for Report and 15 Marks for presentation)
- End Semester Examination (The question paper will be set for 100 Marks) : 40 marks

Course Code: SL FI 501

Course Name: Financial Management-1

Course Objective:

This course intends to provide an in-depth qualitative and, quantitative knowledge about the principles of financial decision-making.

Learning Outcomes:

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

- Understand and appreciate the functioning of Indian financial system, role of financial intermediaries and features of financial instruments.
- Learn the concepts of time value of money and their real life applications.
- Comprehend and estimate risk and return of securities; and their applications in real life scenarios.
- Conceptualize the essence of valuation principles; and their applications to bond and equity valuation models.
- Appreciate the essence of cost of capital and estimate the costs pertaining to equity, preference shares, debt, retained earnings and arrive at weighted average cost of capital.
- Estimate and evaluate of project cash flows and demonstrate the use of capital budgeting techniques

Recommended Text Book:

- Financial Management theory and practice, Prasanna Chandra, 9th Edition, McGraw Hill Education (I) Pvt Ltd.

Suggested books:

- Financial Management M Y Khan & Jain, 7th Edition, McGraw Hill Education (I) Pvt Ltd.
- Fundamental of Financial Management, Brigham and Houston, 13th Edition, Cengage Learning.
- Corporate Finance, Ross Westerfield Jaffe, 7thMcGraw Hill Education (I) Pvt Ltd.

Date	Session No.	Topic / Area Covered	Key Concepts	Learning Outcomes	Case details	Sou
INTRODUCTION TO FINANCIAL MANAGEMENT						
	1 - 2	Introduction to Financial Management; Interface of Financial Management with Other Functional Areas.	Financial Management- Evolution, Objectives, Scope and Functions. Interface of Financial Management with Other Functional Areas. Emergence of Corporate Finance	After completing this topic, the students will be able to : Recognize/distinguish three major decision making inputs pertaining to finance; Appreciate the interface of finance department and its relationship with other functional areas; Comprehend the roles		

				&responsibilities of FM//CFO in the emerging corporate world.		
OVERVIEW OF FINANCIAL MARKETS						
	3-4	Types of Financial Markets-Players, Instruments, Intermediaries, and Regulators etc	Classifications of Financial Markets. Money Market, Capital Market, Forex Market, Government Securities Market. Financial Markets. Players, Instruments, Intermediaries, and Regulators etc	Depict the components of Financial System; Discuss the Characteristics, functions and types of Financial markets; Identify the characteristics of various financial instruments Financial Assets and their classification, Explain the role of financial intermediaries and regulators in the financial system.		
TIME VALUE OF MONEY						
	5-10	Time value of money – compounding – discounting - Types of cash flows – single and multiple; Annuity and perpetual cash flows.	Introduction Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present Value of a Single Cash flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity.	Explain the significance of value of money that changes with time. Enumerate various types of cash flows (single and multiple) Distinguish the concepts of present value and future value of money; Single cash flow & multiple cash flows; Regular cash flows & Irregular cash flows ; Identify Annuities, Growing annuities & Perpetuities	ABC Wealth Advisors	CRC
	11	**NCP Test I**				
INTRODUCTION TO RISK AND RETURN						
	12-16	Concept of Risk and Return - concept of return - measures of risk- Capital Asset Pricing Model – Applying risk and return to portfolio	Risk and Return Concepts – Mean, variance, standard deviation, co-variance, correlation, Beta of securities. Risk in a Portfolio Context – Relationship between Risk and return – CAPM	Conceptualize and calculate the significance of Mean, variance, standard deviation, co-variance, correlation, Beta of securities. Evaluate the risk & returns on individual securities as well as portfolio.Apply risk and return in real life scenarios.	Investment Pals	CRC
COST CONCEPTS AND ITS SIGNIFICANCE						
	17-19	Cost of long term finance – cost of	Cost of Debentures, Term loans, Equity	Conceptualize the essence of cost of capital /	1. Ambuja	

		debt, cost of equity; Weighted Average cost of Capital and Marginal Cost of Capital.	capital, and Retained earnings. Calculation of Weighted Average Cost of Capital. Weighted Marginal Cost of Capital.	Weighted Average cost of capital; Explore the possibilities of raising capital from different sources like equity, preference shares, debt, retained earnings; Identify cheapest source of capital and arrive at weighted average cost of capital explore the possible rates of MACC.	Cement: Cost of Capital 2. Hindustan Unilever Limited	CRC 2. Case Finar Mana ent (by IM Pand and Ram Bhat (Case
	20	**NCP Test II**				
CONCEPT OF VALUATION						
	21-25	Features of bond, measures of bond value theorems - Current yield, Yield to Maturity –principles of bond valuation – Equity valuation models.	Coupon rate, Current yield, Yield to Maturity, Nominal rate of interest and Effective rate of interest; Bond Valuation Equity Valuation - Dividend Capitalization approach and Relative Valuation Approach.	Apply the Principles of Bond Valuation and infer the causal relationships The student shall be able to understand Different methods of Equity valuation like CAPM, Dividend capitalization model and Relative valuation methods	RIL Bonds	**CRC**
THE PROCESS OF CAPITAL BUDGETING						
	26 - 30	Cost benefit analysis of Investments – types of capital budgeting decisions – Financial Appraisal Criteria – capital budgeting techniques -Cash Flow Estimation Analysis;	Basic Principles in Estimating Cost and Benefits of Investments. Appraisal Criteria: Discounted and Non-Discounted Methods: Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio, Internal Rate of Return Cash Flow Analysis. Replacement Cash flow. Cash Flow Estimation Bias. Scenario and Sensitivity Analysis.	Conceptualize the significance and Limitations of capital budgeting Establish the relative merits and limitations of various discounted and non-discounted capital budgeting techniques like NPV, IRR, Benefit cost Ratio; and Payback, ARR methods. Apply the evaluation techniques to projects	1. The Neogi Chemical Company 2. City Beautiful Travels	Cases Finan Mana ent (3 IM Pand and Rame Bhatt ('Cas &. Ca 32)
PROJECT EVALUATION Component - III						
	31-33	Using Current data – NSE/BSE	Parameters for evaluation:			

		Each Group (2-3 students) is required to present on quantitative inputs (companies/Indices provided)	Variance, standard deviation, and covariance, beta, estimating required return using CAPM: Evaluate the risk & returns on individual securities as well as portfolio. Apply risk and return in real life scenarios.			

Evaluation Policy

Component	Component Number	Session	Marks declaration	Weightage
Class Participation	1	11	Session 11	10
Class Participation	2	22	Session 22	10
Class Participation	3	33	Session 33	10
Test-1	1	11	Real time	10
Test-2	2	20	Real time	10
Project	3	31	Session 33	10
Sem End Exam				40
Total				**100**

Course Code: SLIT501
Course Name: Information System for Managers

Learning Goals: Applied Knowledge

Course Objective: Course is designed to impart knowledge on functioning, building and management of information systems. It equips students with modeling and analytical skills to meet challenges of dynamic business environment.

Main objectives are:

(1) To understand significance of information systems in business

(2) To know process involved in design and development of information systems

(3) To realize emerging challenges in managing new-age information systems.

(4) To familiarize with the tools used to effectively fulfill the roles and responsibilities of managers.

Course Learning Outcomes: At the end of the course a student is expected to understand the significance of information systems in business and apply the IT knowledge for better decision making.

Text Book: Information System for Managers, Compiled by: Samyadip Chakraborty, N. Siva Prasad & Shankha Sengupta, Cengage Learning, New Delhi, 2019

Suggested Books:

1. Management Information Systems - Managing the Digital firm Kenneth C Laudon and Jane P Laudon, , 14th edition, Pearson Education, 2016
2. Management Information Systems - The Manager's view Robert Schultheis and Mary Sumner, Tata McGraw-Hill, 1999 (21st reprint 2011)
3. Management Information Systems – Text and cases – A Digital firm perspective Waman S Jawadekar, 4th edition, Tata McGraw-Hill, 2009
4. ICMR cases ICFAI Publications

Course Outline:

Topic & Case	Session objectives	Expected Learning Outcomes	Chapter Reading	Digital or software tools used	Swayam /nptel video links
Concepts: Introduction to Information Systems: Advancements in Information Systems, Impact on Business, Functions and levels of management, Components of Information Systems, Stages of New Information Technology (IT) growth, Information Systems, Organizations and Strategy	To introduce Information Systems basic concepts and their impact on business	To understand What Information Systems is To understand what is Information Technology, and growth of IT. To know how system works and how problems are solved. To know how organizations can leverage IS for their requirements	Chapter 1 of text book and Chapter 1&3 (Kenneth C. Laudon et.al)		
Concepts: Business process and Information systems: Impact of IT, Reengineering of work, IT and Business process redesign, Management	To understand a business process and how reengineering works	To understand what is business process. Understand how IT affect the business process	Chapter 2 of text book and Chapter 2 (Kenneth C.		

challenges Case: IT infrastructure and Business process synergy at Meru Cabs. IBSCDC OM0038 Information Systems at McDonald's Case Code: ITSY093			Laudon et.al)		
Concepts: Global e-business and collaboration: Types of IS (transaction processing, decision support, enterprise system, and e-business), Collaboration systems and tools, IS function Case: Export with confidence Page 87 (text book case)	To identify the different types of IS and their usage	To understand what is business and how it is related to IS. To understand why systems are needed for collaboration and team work.	Chapter 3 of text book and Chapter 2 (Kenneth C. Laudon et.al)		http://nptel.ac.in/courses/110105052/35
Concepts: IT infrastructure and emerging technologies: IT infrastructure, Infrastructure components, Current hardware trends, Current software trends, Open source software, Cloud computing	To understand the present trends in hardware and software	To understand what is IT infrastructure and what are their components and how they are used for business process. To understand the various current software and hardware platforms.	Chapter 4 Text Book		
Concepts: Spreadsheet concepts: Overview of MS Excel, Insert, Delete, Clipboard, Font, Alignment, Editing,	To have a practical and applied understanding of the various features in MS-Excel.	Get practice knowledge about MS-Excel.	Chapters 5 to 14 Text book	MS-Excel	

Name Manager, Open and Save files. Functions: Text functions, Date-time functions, Mathematical functions, Logical functions, and Statistical functions. Financial functions (NPV, IRR, PMT), Lookup functions (VLOOKUP, HLOOKUP, Match and Index) Presentation: Sort, Filters, Charts. Decision Support (DSS) using Excel: what-if analysis, Goal seek, Scenario manager, Data tables, Pivot tables					
Concepts: Data organization in file system, Database approach, Data warehouses, Online analytical processing, Data and web mining. Relational DBMS features Case: Unearthing the 36-Hour day Billing Pages 797-799 (text book case)	To have a clear understanding of how database management system within an organization works	To understand what is data and what is Management. Understand the various types of data used in business and how they are stored and retrieved for the various business operations.	Chapter 15 of Text book		http://nptel.ac.in/courses/106104135/
Concepts: Database Management Systems (DBMS) using MS-Access:. MS Access as DBMS tool: Tables, Data input, Query, Form, Report	Application of DBMS – Working knowledge of MS-Access	To understand the use of tools for DBMS through MS-Access. Introduction to access through practice Understand the various types of	Problems and Exercises	MS-Access	

		data used in business through tools and practicing on how they are stored and retrieved for the various business operations.			
Concepts: Business Intelligence (BI): Decision making and IS, Enterprise BI, Decision support for management levels Knowledge Management (KM): Knowledge landscape, Enterprise KM systems, KM Work systems Case: One step ahead of criminal Pages 868-869 (text book case)	To understand the importance of Business Intelligence and Knowledge Management Systems	To understand what are the different types of decision used for business process. How different decision making processes are used in organizations. To understand the role of knowledge management in our business. Understand the major types of knowledge work systems and how they provide value to the firms.	Chapter 17 Text book and Chapter 11 (Kenneth C Laudon et.al)		
Concepts: Building IS : Overview of systems development, Alternate systems development approach, Application development for digital firm Case: Bumrungrad's Hospital 2000 Information System. **(ICMR Vol V)**	To understand the stages of systems development life cycle	To understand process of building new systems based on organization change. What are the activities and methodologies used for modeling the systems?	Chapter 18 Text book		

Concepts: Enterprise applications: Enterprise systems, Supply chain management systems, Customer relationship management systems, Next-gen applications Case: Unilever restructures its SCM practices. ICMR OPER/027 SCM and ERP Software Implementation at Nike: From Failure to Success Case Code: OPER049	To understand the usage of enterprise applications and how it integrates an organization	To understand how Enterprise applications help the organization in decision making and operational excellence. How SCM and CRM systems are helping the organization decision policy, planning, forecasting.	Chapter 19 Text book		
Concepts: E-commerce: E-commerce and internet, Business models, Mobile e-commerce, Building website, Traditional way of E-Commerce Case: A Blooming Web Business Pages 932-933 (text book case)	To have an understanding about the various types of e-commerce available and the importance of each of them	To understand the unique features of E-commerce. How mobile e-commerce is used in business operations.	Chapter 20 Text book		
Concepts: Information Security: System vulnerability and abuse, Different Information Security Threats (Warms, Trojan horse, Virus, Bugs), Business value of security, Establishing a framework, Technologies and tools	To identify various online threats and the various techniques available to mitigate them	To understand why IS are Vulnerable. The various components of organization security.	Chapter 20 Text book		http://nptel.ac.in/courses/106106129/

Evaluation :

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	1			**20**
Test	2			**20**
Project/Seminar	3			**10**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SL EC 501

Course title: **Managerial Economics**

Course Description

This course enables the students to learn basic microeconomic concepts applicable in business decision making. The students will learn the basic concepts of economics like production possibility curve, basic economic problems and, partial and general equilibrium models. Students will be exposed to consumers purchasing and budgeting decision making in various markets and how supply and demand of goods affects the market equilibrium. Students will learn to use price floor and price ceiling to predict when government intervenes in the market and the implications of government intervention on firms. Students will understand how production decisions are taken on short term and long term and how to identify the least cost combination of input to minimize the cost of the firm. The course will expose the students to firm decision making in various forms of markets like Monopoly, Perfect competition, Monopolistic Competition and Oligopoly. Various types of pricing strategies in different types of markets are also covered in this course. Students will learn the basics of Game theory to make strategic decision making. The course will conclude by exposing the students to various types of externalities and reasons for market failure, and the need for regulations in the economy.

Course Objectives:

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

- Demonstrate managerial skills and competencies required to take business decisions based on the basic microeconomic concepts
- Demonstrate problem solving ability to improve the performance of Individual firms by analyzing the microeconomic environment of the firm
- Analyze and predict the behavior of competitors to take strategic decisions to improve the performance of the firm in the long run
- Demonstrate leadership skills using problem solving skills and sound knowledge on key microeconomic concepts.

Expected Learning Outcomes:

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

- Take business decisions based on the key concepts of Managerial economics
- Students will define firm level business problems and will find solutions to the problem based on key managerial economic concepts and critical thinking
- Students will be able to understand the market mechanism by analyzing the interplay between demand and supply forces
- Students will be able to understand the various ways to reduce cost of production by identifying the least cost combination of inputs using the theory of production.
- Students will be able to evaluate and compare various types of market structure and will be able to take production and pricing decisions in various types of markets.

Recommended Text Book:

- **Managerial Economics (Latest Edition)**: Principles and World Wide Applications, D. Salvatore; Indian adapted version of Siddhartha K. Rastogi, 8th Edition, Oxford University Press.

Suggested books:

- **Economics (2010):** Paul A Samuelson and William D Nordhaus (Indian Adaptation by Sudip Chaudhuri and Anindya Sen) 19th edition, McGraw Hill Education (India) Private Limited, New Delhi
- **Microeconomics:** Robert S. Pindyck, D Rubinfeld & PL Mehta, 7th Edition, Pearson Prentice Hall, New Delhi

Additional readings

Online resources: **Microeconomics**: David Besanko & Ronald Braeutigam

Session Plan

Session	Topic	Key Concepts	Learning outcomes	Case Study Title	Online resource/games	Chapter Reading in Textbook
1	Introduction to Managerial Economics, Partial and general equilibrium, Microeconomics and Macroeconomics	Scarcity and efficiency, free goods, economic goods, Choice, Opportunity cost, Partial equilibrium and general	· To understand what managerial economics is all about · To understand the scope of managerial economics and how it is interlinked with other disciplines such as business strategy, marketing etc To comprehend how key economic concepts (scarcity, choices,		How do Theatres sell popcorn at higher prices and the illusion of scarcity Video link: https://www.youtube.	

		equilibrium	opportunity cost, , economic agents. difference of micro and macroeconomics, partial and general equilibrium) linked with day to day managerial decisions		com/watch ?v=5Upn2fY 7-NY	
2	Three economic problems, Production Possibility Frontier, shifts in Production Possibility Frontier	The central problems of an economy: what, how and whom	• **To comprehend how the central problems of an economy are important for classification of different economic systems** • To understand how decisions are made within the economy (in different economic systems: Market Economy. Command economy and Mixed economy) about what, how, and for whom to produce	Switzerland, Cuba and India: The Troika of Economic Problems in Three Economies (ME003)	Why Cuban cab drivers earn more than doctors Video link: https://www.youtube.com/watch?v=n-mUZRP-fpo	
3	Demand	Definition of demand, Law of demand and its exceptions, factors affecting demand curve , Movement along the demand curve , shift in the demand curve , Individual demand(Firm) and market demand(Industry) *Demand Forecasting:* Introduction, Meaning and Forecasting, Level of Demand	• **To realize the need to study the relationship between price and quantity demanded** • **To recognize the importance of ceteris paribus principle in establishing the functional relationship between price and quantity demanded** • **To understand the functional relationship between the price and quantity demanded** • To describe the factors affecting demand curve • To assess the impact of change in the price on the demand curve • To assess the impact of other factors on the demand curve		The Economics of Uber https://www.youtube.com/watch?v=jzFTwBkIC5o	Chap - 2

		Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products				
4	Supply	Definition of supply, Law of supply, Factors affecting supply, movement along the supply curve and shift in the supply curve, individual(firm) supply and market supply(Industry)	• **To understand and establish the functional relationship between price and quantity supplied** • **To recognize the importance of ceteris paribus principle in establishing the functional relationship between price and quantity supplied** • To identify the factors affecting Supply curve • To assess the impact of change in the price on the Supply curve • To assess the impact of other factors on the Supply curve			Chap - 2
5				**New Equilibrium Price of Egg in the US** (ECON081)		
6	Market equilibrium , Price floor,	Concept of market equilibrium,	• To understand price determination in a market and show how			Chap - 2

	price ceiling	equilibrium price and quantity, Price ceiling, Price floor.	market equilibrium changes in response to changes in determinants of demand and supply. • To understand how government actions such as taxes, price floors, and price ceilings impact the functioning of a market • **To comprehend the outcomes of market intervention**			
7				**Would Housing be a dream in the Dream city of India?(ME0013)**		
8	Elasticity of demand and Supply	Concepts of elasticity, Degrees of elasticities, price elasticity of demand, income elasticity of demand, cross price elasticity of demand and price elasticity of supply Relationship of Revenue and elasticity	• **To understand the significance of the concept of demand elasticity in pricing decisions and supply elasticity in case of supply of goods in the market** • To understand the linkage between elasticity and revenue and apply it in managerial decision making (eg. pricing decisions etc) • **To recognize how the concept of demand elasticity**			Chap 3

			and supply elasticity would influence the policy makers in terms of imposition of taxes			
9				Economics of Apple, Inc.`s iPhone(ECON069)		
10	Consumer Behavior: cardinal Approach	Utility, Cardinal Approach, law of Diminishing Marginal Utility , Consumer surplus	• To understand the meaning of Utility, utility function, diminishing marginal utility, • To understand the relationship between total utility and marginal utility , law of equal marginal utility • **To recognize and establish the relationship between utility and law of demand**	case lets from text book for discussion :P.No 68 and 69		Supp men y Mat l (so copy
11		**Test 1-Objective test (MCQs)**				
12	Consumer behavior :Ordinal Approach, Indifference Curve analysis,	Meaning of Indifference curve , features of Indifference curves , Budget constraints and shifts in the budget line	• To analyze how consumer on the basis of ranking /preferences will choose goods • **To recognize the importance of budget constraint in determination of consumer equilibrium**			
13	Price effect	Price Effect : Combination of Substitution and income effect	• To understand an alternative approach to measurement of utility • **To comprehend and apply the essence of cardinal and ordinal approach in terms of substitution and income effect** • **To distinguish between price effect and price elasticity and income effect and income elasticity**			Supp men y Mat l (so copy
14	Production Function	Production function, law of diminishing returns, output elasticity,	• To get an idea or knowledge of different types of factor inputs and the process of production			

		marginal product, average product, ,	• **To understand the functional relationship between output and factor inputs in the short run** • To understand the nature of returns to variable with the help of short run production function • **To establish the relationship between total product, marginal product and average product.** • **To differentiate different stages of production in the short run**			
15	Production Function:, Returns to Scale	The principle of marginal rate of technical substitution, isoquant, isocostline, expansion path, returns to scale	• **To understand the difference between short run production and long run production function** • **To understand the functional relationship between output and factor inputs in the long run** • To analyze the nature of returns to scale when all the inputs varied • **To comprehend how a rational producer would achieve the objective of maximization of output subject to cost constraint with the help of isoquants**			Chap - 7
16				**Gujarat Ambuja: Cost leader in**		

				the Indian Cement Industry (OPEA002)		
17	Costs in the Short run	Types of costs :Marginal cost, Sunk cost, Implicit costs, explicit costs, opportunity costs, economic costs, accounting costs,	• To understand the meaning of cost and its **functional** relationship with production function • **To understand the basic difference between accounting cost and economic cost** • To understand the relevance of costs in managerial decision making		Behind the Cloud: Cloud Economics https://www.youtube.com/watch?v=Va9fIF5nvKk	Chap - 8
			Class Participation Evaluation -1			
18	Costs in the Long run	Break-even point, shut-down point economies of scale, diseconomies of scale, economies of scope, learning curve	• To understand the concepts of economies and diseconomies of scale and the relationship to the concept of return to scale • To understand the significance of economies of scope and learning by doing (the learning curve)	**Business Viability of Dish TV (ME0016)**	How Budget Airlines Work Video link: https://www.youtube.com/watch?v=069y1MpOkQY	Chap - 8
19	Markets-perfect Competition	Perfect competition, features. demand curve, firms demand curve and industry demand curve Equilibrium conditions	• To understand the basics of market morphology • To understand the role of seller in an competitive environment • **To recognize the parameters to classify markets as perfect competition and imperfect competition**			Chap : 9
20	Markets-Perfect Competition	Price and output determination both in the short run and long run Concept of	• To understand the what will be the nature of profit if all the conditions of perfect competition will prevail in the market • **To understand the purpose of allocative efficiency**		Game : Perfect competition simulation: https://otree2.economics-	Chap : 9

		Allocative efficiency Government intervention in markets	• To comprehend what are the conditions which will ensure allocative efficiency		games.com /p/yvic9vbq /perf comp /Decision1/ 2/	
21	Markets –Monopoly	Features of Monopoly – sources of monopoly and measurement of monopoly Demand curve, equilibrium conditions	• To understand the features of Monopoly • To identify the sources of monopoly • To measure the extent of monopoly with the help of HHI and concentration ratio •		Game: Monopoly simulation: https://otree2.economics-games.com /p/1xx98v4o/monopoly/Decision1/2/	
22			**Test 2-Written test**			
23	Markets - Monopoly	Price and output determination both in the short run and long run, Three degrees of price discrimination , the concept of dead weight loss	• To understand equilibrium both in the short run and long run • To understand the necessary conditions for price discrimination • To understand the economic logic behind Price discrimination • **To understand the concept of Dead weight loss, the social cost of monopoly power** • **To compare and contrast features of perfect competition and Monopoly**		Game: Price discrimination, vertical differentiation and peak-load pricing https://economics-games.com /game/slide /100010010 12010	Chap : 9
24				RelianceJio Marching towards monopoly ECON080		
25	Monopolistic competition	Features of Monopolistic competition, demand curve, equilibrium conditions, price and output determination both in the short run and long run	• To identify the similarities and dissimilarities with perfect competition and monopoly. • To understand the significance of selling costs which contribute to product differentiation			
26				**Gujarat**		

				Newspaper industry		
27	Oligopoly-	Features of oligopoly, types of Oligopoly Collusive and non-collusive Oligopoly, Kinked Demand curve,	• **To understand the extent of monopoly power in oligopoly market** • **To recognize how the monopoly power from single hand moves to few hands** • To observe and understand the reasons for price rigidity in such markets • **To understand the underlying reason as why firms choose to collude or do not collude** • To understand that the firms are mutually interdependent		Why Airbus And Boeing Dominate The Sky Video link: https://www.youtube.com/watch?v=2zaUOUiNjJY	Chap : 10
28	Price Leadership & cartels	Low cost firm price leadership, dominant firm price leader ship and barometric price leadership	• **To comprehend the importance of average cost principle in oligopoly market** • To understand the process of how price is fixed or accepted in such markets. • To analyze how cost of production will determine the profits or loss • How price and output is determined in duopoly			Chap : 10
29				**OPEC: the Economics of cartel**		
30	Game theory	Basics of game theory, Dominant Strategies, Nash Equilibrium, Threats, Commitments and Credibility, Entry deterrence	• To understand the relevance of game theory in economic theory • To describe the concepts related to game theory and their application			Chap : 12
31				**AIRBUS 350 vs BOEING 787: Battle for skies (COM0167**		

				B)		
32	Externalities	Positive and negative Externalities - Market Failure And Government Intervention; Asymmetric Information, Moral Hazard, Market Signaling	• To analyze how externalities, market power, asymmetric Information, and principle agent problems leads to market failure • To understand the relevance of regulatory bodies for market correction.	**Externalities: Justification for Public Goods? (ME0004)**	A Market for Lemons: George Akerlof, Information Asymmetry, Imperfect Information & Market Failures Video: https://www.youtube.com/watch?v=tyzf3T2LASs	Chap : 13
33		**Group Project presentations, discussions and evaluation & Class Participation Evaluation**				

Evaluation Timelines

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

Component	Component Number	Expected slot / due date	Weightage (%)
Class Participation Evaluation	1	Session 17	5
Class Participation Evaluation	2	Session 33	5
Test-1 Objective test (MCQs)	1	Session 11	20
Test-2 Written test	2	Session 22	20
Project Interim report	3	Session 15	
Project/Seminar submission	3	By Session 30	
Project presentation		Session 33	10
Comprehensive examination	At the end of the semester		40
	Total		**100**

Course Code: SLMM501

Course Name: Marketing Management-I

Course Objectives: The current course aims to build the basic analytical skills, as well as the conceptual abilities and substantive knowledge, of participants in the field of marketing management in theory and practice. This offered course is proposed to help participants to undergo meaningful exercises of real life marketing situations to analyze the environment in which marketers operate and understand the

challenges thereof. The current course will also build theoretical foundations of the participants and will serve as a specialized course for them to explore the field of marketing as a prospective career. The students will get an overview of how marketers identify segments and position themselves in a highly competitive market. In addition, students will also gain an understanding of how marketers create, capture and communicate and deliver value to their target customers.

Learning Outcomes: At the end of the course, every student is expected to:

- Understand the theory and science behind marketing decisions.
- Gain an in-depth knowledge and importance of marketing for any organization.
- Understand how the external and internal environment jointly impacts an organization and its marketing capabilities in different situations.
- Understand how the marketing mix can be a significant tool for marketers in creating value and competing with rivals.

Recommended Text Book:

Text Book:

- Marketing Management, 15th Edition, by Kotler & Keller. Pearson Publication

Reference Books:

- Marketing Management: A South Asian Perspective, 14th Edition, by Kotler, Keller, Koshy and Jha. Pearson Publication
- Principles of Marketing, 15th Edition by Philip Kotler and Gary Armstrong, ,Pearson Publication

Course Outline

Topic / Area Covered	Approach/ Treatment	Case Details & ICMR No.	Chapter Reading	Key Concept covere
Introduction to Marketing / Marketing in 21st Century	Discussion	Introductory Ice Breaker **Philip Kotler Speech on Marketing**: https://www.youtube.com/watch?v=sR-qL7QdVZQ	Chap -1: Defining Marketing for the New Realities; pp.3-21	• Importance & Scope Marketing • Core Marketing Concepts • The new Marketing Realiti Company Orientation tov the Market Place
Marketing Process / Marketing Mix	Case Study Discussion	Grove Fresh Ltd - Marketing Organic Juices (2006) (MKTG128) **Swayam Video**: https://www.youtube.com/watch?v=2moe1OVbtWo&index=54&list=PLNspp	Chap - 1: Defining Marketing for the New Realities; pp.21-27	•Marketing Management T •The Holistic Mark Concept •Updating the Four Ps

		mbLKJ8L37GuTTX2Wmqu_dXgdoZXX		
Micro and Macro-Environment	Case Study Discussion	ITC Foods' Growth and Future Prospects (2006) (MKTG135)	Chap - 4 Analyzing the Macro environment; pp.-107-119	• Influential micro environ developments • Analyzing the M environment • Influential macro environ developments
Consumer Markets	Case Study Discussion	Kellogg's Indian Experience (MKTG017) **Swayam Video:** https://www.youtube.com/watch?v=POjHaYbwpwo&index=30&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	Chap - 6: Analyzing Consumer Markets; pp.165-193	• •Factors influencing Cons behavior • Key psychological processe •Buying Decision Process: Stage Model • Behavioral Decision Theo Behavioral Economics
Business Markets	Case Study Discussion	Cummins India – Consumer Driven Modularization Strategy (2005) (MKTG104)	Chap - 7: Analyzing Business Markets; pp.201-227	•Organization Buying •Participants in Business B Process •Purchasing/ Procure Process •Stages in the Buying Proce •Managing B2B Cust Relationships •Institutional & Govern Markets
Market Segmentation	Case Study Discussion	Dove's Foray into Men Care: 'Journey to Comfort' or Uncomfortable Journey Ahead?'(2011) (MKTG279) https://www.youtube.com/watch?v=TsDoKukPUUM **Swayam Video:** https://www.youtube.com/watch?v=EnPxv9m9MZs&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=51	Chap - 9: Identifying Market Segments and Targets; pp. 265-284	• • • Bases for segme Consumer Markets • Bases for segmenting Bus markets • Effective Segmentation Cri • Evaluating & Selecting m segments • Steps in the Segment process • Levels of market segmenta • Requirements for effe segmentation

Targeting	Case Study Discussion	BMW's Company of Ideas Campaign: targeting the Creative Class (2006) (MKTG137) https://research-methodology.net/bmw-segmentation-targeting-and-positioning/	Chap - 9: Identifying Market Segments and Targets; pp. 284-291	• Market Targeting • Choosing the most attra target markets
Test 1(Written Test)				
Positioning	Case Study Discussion	Airtel - Positioning (And Repositioning): From 'Touch Tomorrow' to 'Live Every Moment' (MKTG037)	Chap - 10: Crafting the Brand Positioning; pp. 297-318	• Developing & establishi brand positioning
Introduction to Product	Discussion	**Swayam Video:** https://www.youtube.com/watch?v=RDFloqiWimw&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=34	Chap - 13: Setting Product Strategy; pp.395-406	• Product Characteristics classifications • Products & Ser Differentiation • Factors affecting a good de • Luxury products
Product mix	Case Study Discussion	Glaceau : Marketing Vitamin Water (2007) (MKTG166)	Chap - 13: Setting Product Strategy; pp.409-424	• Product & Brand Relations • Packaging, Labe Warranties & Guarantees
Product Lifecycle	Case Study Discussion	Lifebuoy in India: Product Life Cycle Strategies (2009) (MM0026) **Swayam Video:** https://www.youtube.com/watch?v=FTdOtXm8Ow4&index=52&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	Chap - 12: Addressing Competition and driving growth ; pp.377-388	• Product Lifecycle • Appropriate Mark strategies at each stage o product life cycle Marketers adjustment of strategies and tactics fo economic downturn recession
New Product Development	Case Study Discussion	New Product Development at Schwan Food Company-Innovation through Communication	Chap - 15: Introducing New Market Offerings; pp.463-493	• New Product options • Challenges in NPD • Organizational Arrangeme • Managing the Develop process: Ideas; Conce strategy; Development

		(MKTG082) **Swayam Video:** https://www.youtube.com/watch?v=k1GSxUGvnhc&index=27&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX		commercialization •Consumer Adoption proce
Guest Lecture				
Pricing Objectives , programs and Pricing Process	Case Study Discussion	Pricing it Right: Three Caselets in Pricing* (Priceline.com;Apple Iphone; Fuzeon) (MKTG187)	Chap - 16: Developing Pricing Strategies and Programs; pp.499-522	• • Understanding Pricing • Setting the price • Adapting the price Company adapting price meet varying circumstance opportunities
Adapting the price	Case Study Discussion	Price Optimization at Northern Group Retail (MKTG085)	Chap - 16: Developing Pricing Strategies and Programs; pp.364-370	• Company's initiation of change Company's response competitor's price challeng
Channel Design -do-	Case Study Discussion	PepsiCo's Distribution and Logistics Operations (2004) (OPER031) **Swayam Video:** https://www.youtube.com/watch?v=l01ert9hpdA&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=32	Chap - 21: Designing and Managing Integrated Marketing Channels; pp.647-662	• • • Marketing Channels & Networks Role of Marketing Channel Channel Design Decisions
Physical Distribution	Case Study Discussion	-do-	Chap - 15: Managing Retailing, Wholesaling and Logistics; pp.403-422	▪Major types & trend marketing intermediaries ▪Retailing, Wholesaling ▪Private Labels ▪Market Logistics
Test2 Objective Test(MCQs)				
Channel Management	Case Study Discussion	Channel Conflict at Samsung India	Chap - 21:	•Channel Manage decisions

		(2014) (MKTG342)	Designing and Managing Integrated Marketing Channels; pp.664-878	•Channel Integration & Syst •Conflict, Cooperation Competition
Promotion-mix (or) Integrated Marketing Communication (IMC) Process	Discussion	Pepsi's Kendall Jenner AD: Communication Gone Wrong (MKTG367) https://www.youtube.com/watch?v=dA5Yq1DLSmQ **Swayam Video:** https://www.youtube.com/watch?v=4eSzwcy3Dzo&index=36&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	Chap - 17: Designing and Managing Integrated Marketing Communications; pp.535-559	▪ ▪ Role of mark ommunications Developing effe ommunications Deciding on the Mark Communications Mix Managing the Integ marketing communica process
Managing Mass Communications (Advertising and Public Relation)		Public Relations at Microsoft (2008) (MKTG104) **Swayam Video:** https://www.youtube.com/watch?v=TWgXBEMt3-A&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=35	Chap - 18: Managing mass Communications; pp. 591-592	▪ ▪ ▪ Developing & managing advertising program Deciding on Media Measuring Effectiveness Public Relations
Managing Mass Communications (Sales Promotion)		Aventis' Successful Sales Promotion Campaign Using 'Connection Cards'(2005) (CLMC026)	Chap - 18: Managing mass Communications; pp. 583-588	• • Advertising versus Promo Sales promotion Process

Evaluation Timelines

Keeping in line with continuous evaluation at IBS the following schedules have been drawn. Students are expected to go through the dates / sessions mentioned and prepare accordingly. Before the student takes the end examination he / she will be aware of the progress in each course up to an extent of 60 marks. Students not taking the evaluation according to the timelines mentioned above will not be given another opportunity excepting in rare circumstances of extreme illness or hospitalization.

Component	Component			Weightage

	Number			
Class Participation	1			10
Test-1	1			20
Test-2	2			20
Project	3			10
End exam	At the end of the semester			40
	Total			**100**

Course Code: SLHR501

Course Name: Organizational Behaviour

Course Objectives

The objectives of this course are to:

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

Learning Outcomes

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

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

Recommended Textbook

Robbins, Stephen. P., Judge, Timothy. A. & Vohra, N. (2019). *Organizational Behavior* (18th ed.). Pearson Education Inc.

Reference books

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

E-Learning Material

- SWAYAM/NPTEL Videos (Exhaustive List in Appendix II)
- Youtube Videos

Course Outline

Topic / Area Covered	***Learning Outcomes***	**Case /SWAYAM/ NPTEL Videos**	**Case detai**
Management Thought and OB: Concept of Management Managerial skills and Mintzberg's Managerial roles Historical origins of OB-Classical Approaches: Taylor's Scientific Management, Fayol's Administrative Theory and Weber's Ideal Bureaucracy Behavioral Approaches: Research Foundations for OB namely Hawthorne studies, McGregor'sTheory X and Theory Y and Ouchi'sTheory Z Modern Approaches: Systems Theoryand Contingency Theory Introduction and Nature of OB:Definitions, Assumptions and Significance of OB Basic OB Model:Situation-Organism-Behavior Model, Diversity, Biographical characteristics and Foundations Contribution of other Disciplines to OB Challenges and Opportunities for OB	*The student should be able to:* • *Understand what organizational behavior is.* • *Understand the role and skills of managers and how managers do their jobs* • *Understand the way managers perform and the extent of which people's skill contributes to organizational behavior.* • *Identify the challenges of organizational behavior, and determine when and where the theories and skills are to be applied*	The Knowledge Mis-Manager https://www.youtube.com/watch?v=QQIS5ipfxeM&list https://www.youtube.com/watch?v=aOcZ8sVDapA&list	(ICMR Cas
Individual Learning and Behavior:	*The student should be able to:*	Videos on Learning	

Significance of Learning The Theoretical processes of learning:Learning Theories-Classical Conditioning, Operant Conditioning, Cognitive Theory and Social Learning Theories Principles of Learning:Positive and Negative Reinforcement and Schedules of Reinforcement in organizations Organizational Behavior Modification: Steps in the OB Mod process and its application	• *Understand the importance of learning in shaping an individual's behavior* • *Apply the different theories of learning to instill and maintain desired behavior in employees that contribute to an organization's well being and performance*	https://www.youtube.com/watch?v=0DIPY0yUAZk&index	
Attitudes, Values and Job Satisfaction: Concept of Beliefs, Values and Attitudes The Nature and Dimensions of Attitudes:Sources and Components of Attitudes Major job-related Attitudes: Job satisfaction and its outcomes, Job involvement, Organizational Commitment, Perceived organizational support and Employee engagement Cognitive Dissonance Theory Categories of Values: Terminal and Instrumental Values Hofstede's Value dimensions of National Culture	*The student should be able to:* • *Understand how individuals differ from each other based on different attitudes and values* • *Understand the relationship between values, beliefs, attitude and behavior* • *Understand the importance of job satisfaction in employees for enhanced performance*	The Julie Roehm Saga at Wal-Mart, Inc-	(ICMR Cas

Perception: Meaning and Importance of Perception: Sub-processes of Perception, Perceptual Selectivity, Factors influencing Perception Social Perception: Attribution Theory, Stereotyping and Halo effect Decision making in organizations: Rational Decision-making model and Bounded rationality Linkage between Perception and Individual Decision-making Common Biases and Errors in decision-making Ethics in Decision-making	*The student should be able to:* • *Understand how and why different people perceive the same situation differently* • *Understand various perceptual errors individuals make which in turn impact our decision making ability* • *Apply the rational model of decision making while contrasting it with bounded rationality and intuition*	Differing Perceptions at Hi-style Limited https://www.youtube.com/watch?v=DNdUY4nz1qQ&index https://www.youtube.com/watch?v=hKCcZdqhs1I&index	(ICMR Cas
Personality: Meaning of Personality: Big Five Personality Traits and Personality Determinants Other Personality attributes at work: Locus of Control, Machiavellianism, Self esteem, Self monitoring, Risk taking, Self efficacy, Type A personality, Core self evaluation and Narcissism Matching Personalities with jobs: Holland's Typology: Person-Job Fit and Person-Organization Fit Emotions: Basic Emotions and their sources, functions and	*The student should be able to:* • *Understand and identify different personality types individuals can be categorized into* • *Understand how a match between one's personality and a job can lead to better performance* • *Analyze how different personality types predict behavior at work*	Administer Big five personality test	

applications Emotional Labor and Emotional Intelligence			
Motivation: Meaning of Motivation Classification of Motives:Primary, General and Secondary Motives Content Theories of motivation: Maslow's hierarchy of needs, Herzberg's two factor theory and Alderfer's ERG Theory Process Theory of motivation: Vroom's Expectancy Theory Contemporary Theories of motivation: Equity Theory /Organizational Justice and Goal Setting Theory Motivating by Job Design: The Job characteristics model	*The student should be able to:* • *Understand the importance of motivation on employee performance* • *Identify various factors that motivate different individuals in an organization* • *Analyze how various organizational practices can be influenced by various theories of motivation*	1. Needs drive performance 2. Employee motivation:A short case-study https://www.youtube.com/watch?v=IQwlW4yZHes&list	(ICMR cas (ICMR cas
Group and Teams: Definition of Work-Groups, Nature of Groups Types of Groups and their dynamics: Formal and Informal Stages of Group Development: The Five stage model: Forming, Storming, Norming, Performing and Adjourning Group Structure: Roles, Norms, Status, Size, Composition and Cohesiveness Group Decision-making:Group-	*The student should be able to:* • *Analyze the growing popularity of teams in organizations* • *Understand the factors that contribute to effective team functioning* • *Understand how individuals interact and behave in groups*	1. Management game/ activity: Lost at Sea 2. Stanford Prison Experiment (students are expected to watch the video a priori from the following link; https://www.youtube.com/watch?v=L_LKzEqlPto	

think, Group shift and Group decision-making techniques namely Brain-storming, Nominal Technique and Electronic meeting Work-teams in the modern work-place Difference between Work-Groups and Work-Teams Types of Work-Teams: Problem solving, Quality circles, Self-managed, Cross-functional and Virtual Teams Creating Effective Teams:Team Effectiveness Model-Context, Composition and Process		https://www.youtube.com/watch?v=6mBLT7gux2I&index https://www.youtube.com/watch?v=v1gigx9fwcY&index	
Communication: Role of Communication: Objectives and Communication Process Types of Communication: Written, Oral, Non-verbal, Downward, Upward, Lateral and Interactive (Network and Grapevine) and Electronic Communication Barriers to effective communication: Filtering, Selective Perception, Defensiveness and Language	*The student should be able to:* • *Understand the importance of communication as a means of exchanging information* • *Analyze the ideal communication channel most effective to be used in a particular situation* • *Understand the barriers to effective communication* • *Demonstrate how to overcome potential problems in cross-cultural communication.*	Classroom activity https://www.youtube.com/watch?v=ZzWpGm-jndQ&index	

Leadership: Understanding Leadership, Difference between a Leader and a Manager Leadership Styles and Determinants of Leadership Transactional, Transformational and Charismatic Leader Trait Theories Behavioral Theories: The Ohio state studies, University of Michigan studies, Managerial grid and Scandinavian studies Contingency Theories:The Fiedlermodel. Situational Leadership Theory, Leader-Member Exchange theory and Path goal theory	*The student should be able to:* • *Understand the characteristics that distinguish a manager from a leader* • *Understand and identify the various styles of leadership* • *Analyze which leadership style will be most effective in a particular situation* • *Undertake leadership roles for effectively influencing people to work productively*	Infosys: Vishal Sikka's Challenges. **(new case)** https://www.youtube.com/watch?v=x-ycseyaPDE&index https://www.youtube.com/watch?v=AbL_ru_sCGg&index	(ICMR Cas
Power, Authority & Politics: Definition of Power, Distinction between Power, Authority and Influence Bases (Types) of Power: Coercive, Reward, Legitimate, Expert and Referent Power Power Tactics Organizational Politics-Definition and nature of politics and Politicking Factors relating to political behavior: Individual and Organizational Factors Ethics of Power and Politics	*The student should be able to:* • *Understand the various types of power sources in an organization and how this can be used effectively to influence employee behavior* • *Understand why some people or certain roles are more powerful over the others* • *Understand the detrimental consequences of political behavior in organizations*	What's Good for the Goose is Good for the Gander? https://www.youtube.com/watch?v=3wLDyPN4QMY&index	(ICMR Cas

Conflict & Collaboration: Definition and Sources of Conflict Classification of Conflicts: Intrapersonal, Interpersonal and Intergroup Conflicts Organizational Conflict and its categories, Conflict Process Negotiation: Definition of Negotiation, Approaches and Process Approaches to Conflict management Basic Concept of Collaboration	*The student should be able to:* • *Understand and apply different conflict resolution techniques which will equip them to handle various conflict situations as managers* • *Identify and apply effective negotiation techniques that can be used in bargaining*	Miramax: A Victim of Interpersonal Conflict	Classroom activity (ICMR Cas
Organizational Structure: Understanding Organizational Structure: Concept of Organizational Structure, Max Weber's Bureaucratic Model, Centralization, Decentralization, Span of control, Tall and Flat Structure, Departmentalization and Formalization Organizational Designs:Simple structure, Matrix structure, Project Design, Network Design, Virtual organizations, Horizontal and Boundary-less organizations	*The student should be able to:* • *Understand the designs of different types of organizational structures and assess its impact on organizational behavior.* • *Understand which organizational structure best enables an organization to achieve its strategic goals*	Cisco's controversial Organizational Model: Another Reorganization	(ICMR Cas

Organizational Culture: The Nature of Organizational Culture: Definition, Characteristics and Functions of Organizational Culture and Strong Vs Weak Culture Uniformity of Culture: Dominant culture, Sub-culture and Formalization Beginning of Culture in an organization: Selection, Top Management and Socialization Learning Culture: Stories, Rituals, Ceremonies, Material Symbols and Language Building a positive organization culture	*The student should be able to:* • *Understand what organizational culture is.* • *Understand the process of how the culture of an organization is formed and is maintained.* • *Understand the importance of how organizational culture enables effective functioning of an organization*	Halocracy at Zappos (B): From Experiment to Exodus **(new case)**	(ICMR Cas
Organizational Change: Forces for change, Managing planned change and Resistance to change Approaches to manage organizational change Organization development: Definitions and Concept OD interventions	*The student should be able to:* • *Identify the forces that stimulate change in an organization* • *Analyze how the transition of an organization undergoing change can be done smoothly based on theories of change*		

Evaluation Components

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

Semester: II

Course Code: SLRM502

Course Name: Business Analytics-II

Course Objective

The Business Analytics-II course will deal with predictive analytics, prescriptive analytics, Multivariate and Non parametric Analytics. The course will be providing basics of Machine learning. More specifically, the course will enable future Managers

- to conceive the idea of business research so as to be able to generate data for analytics applications.
- with spreadsheet usage and software like SAS/R to support the above.
- With analytical modeling ability (both statistical & mathematical) for business situations.

Overall Learning Outcomes: At the end of the course, a student is expected to be equipped with capabilities to carry out appropriate quantitative analysis, and draw meaningful conclusions with regard to the study objectives. If the situation is one of modeling, it aims at inculcating modeling ability for the context.

The Business Analytics-2 course will deal with basics of business research, predictive analytics and prescriptive analytics. More specifically, the course will enable future Managers

Overall Learning Outcomes: At the end of the course, a student is expected to be equipped with capabilities to identify a business problem, define its objectives, identify analytical methodology and data collection methods, carry out appropriate quantitative and/or qualitative analysis, and draw meaningful conclusions with regard to the study objectives. If the situation is one of modeling, it aims at inculcating modeling ability for the context.

Recommended Text Book:

TEXT BOOK	AUTHOR / PUBLICATION
Business Analytics II	Cengage
Business Analytics Data Analytics and Decision Making	*Albright & Winston*

Statistics for Business & Economics **(SB&E)**	*Anderson et. al.*, Cengage Learning, 12e.

Course Outline:

Sr. No.	*Title*		*Topics*	*Key Concepts*	*Case Reference*	**Text Book** ***Chapter Reading / Other viewing materials***	*Learning Outcomes*
Predictive Analytics							
1.	Regression Analysis: Estimating Relationships		Scatter plots & Correlations * Simple Linear Regression			Chapter:10, Book 2	
2.	Multiple Regression: Introduction		Multiple regression as an extension of simple regression, assumptions of regression, Multiple Regression * Inference and Regression * Categorical Independent Variables * Modeling Non-linear Regression * Model Fitting SAS output interpretation	Relationship between dependent and explanatory variables	***Case Problem 2:*** Predicting Winning for NASCAR Drivers **(SB&E)** ***Case Problem 3:*** Finding the Best Car Value **(SB&E)** Zeon Auto Research Inc. **(IBSCDC Case)**	Chapter 11, Book 2 NPTEL Resources https://youtu.be/NgFIoIuDX5s https://youtu.be/sT9vXF1pkd8 https://youtu.be/BjqAlFT5jK0 https://youtu.be/T6uE0uUSUOQ	Knowing about establishing relationship between explanatory and independent variables and interpreting them.

3.	Multiple Regression - Model Building		Regression based Trend Models, Residual analysis, Dealing with Multi-collinearity, Regression with Dummy Variables, Transformation of Variables, Addition / deletion of variables, idea of Autocorrelation,	- Do -	- Do -	Chapter 11, Book 2 http://www.nptelvideos.in/2012/12/econometric-modelling.html http://www.nptelvideos.in/2012/12/econometric-modelling.html http://www.nptelvideos.in/2012/12/econometric-modelling.html	Ability to develop appropriate regression model – selecting significant variables, avoiding multi-collinearity, transforming variables if needed etc.
4.	Logistic Regression		Logistic Regression		CD File Simmons *(Soft copy will be given)*	NPTEL Resources https://youtu.be/jwveAO2-YAo https://youtu.be/8VOdeUi7Ghs https://youtu.be/KdkWelvLbrU https://youtu.be/ClsecGnCs_0 https://youtu.be/bYHBwDTbSzY	Predicting categorical variable through variables which are continuous or categorical or a mix

5	Time series analysis and Forecasting		Regression based trend models Moving Averages Exponential Smoothing	To search for patterns in the historical data and then extrapolate these patterns into future		Chapter 12, Book 2	Ability to develop farecast models for decision making
			Prescriptive Analytics				
6	Optimization Modeling		Linear Programming	Two-variable Model (Graphical Method) Sensitivity Analysis Properties of Linear Models Infeasibility & Unboundedness	1.	Chapter: 13, Book 2	Ability to formulate LP problems from unstructured situations * A conceptual understanding of LP solution
7	Optimization Modeling		Transportation & Assignment Problems	Transportation and Assignment problems as special cases of LPP and solving using Solver		Chapter 14, Book 2	Ability to formulate problems and solving
8	Decision Analysis		Decision making under, uncertainty and Risk, Bayesian Approach	Maximin, Minimax and Hurwitcz criteria, EMV, EVPI		Chapter 6, Book 2	Ability to analyse decision problems that involve uncertainit and risk

				Decision Tree,Bayesian approach			
9	Markov Models		Stochastic modeling used in randomly changing situations.				Ability to make decisions in a randomly changing environment
10	Simulation		Monte Carlo Simulation	Introduction, Probability Distributions, Applications		Chapters:15, 16, Book 2	To provide insights in modeling that do not incorporate uncertainty explicitly
Multivariate Data Analytics							
11.	Factor analysis		Factor Analysis	1. Data reduction 2. Combining variables	2. Marketing dilemma for 'Elan' jeans brand **(IBS CDC Case)**		Ability for data reduction Ability for combining variables
12.	Cluster Analysis		Cluster Analysis	1. Segmentation tool 2. Hierarchical Clustering	1. Corpus Electronics: Decision to segment the market for Conve		Ability to combine similar objects, a segmentation technique

					rgenc e Produ cts **(IBSC DC Case)**		
Non Parametric Analytics							
13	Nonparamet ric Analytics		Non Parametric Analytics	a) one-sample sign test b. one-sample Wilcoxson test c. Kruskal-Wallis test. d. The runs test		Chapter 18, Book 3	
Machine Learning							
11	Machine learning		Basics of Machine learning	Introduction to Machine learning Supervised learning Unsupervised learning		-	To obtain the basic idea of Machine learning

Total 30 Sessions + 3 tests

Evaluation Timelines

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

Component	Nature	Weightage

Class Participation	Assessment of Class Participation	10
Test - 1	MCQs/Written test	20
NCP - 2	Written Test	20
NCP - 3	Project Work/Assignment	10
End exam	At the end of the semester (Date to be announced)	40
	TOTAL	100

Course Code: SLHR502

Course Title: Career Management

Course Objectives

a) To provide an opportunity to the students for self-assessment of their personal strengths, weaknesses, opportunities, and threats.
b) To facilitate a learning environment where students can develop their personal and professional skillsets in the following areas—
   - Listening and conversational skills
   - Cross cultural communication
   - Effective presentation
   - Time Management
   - Social and Dinning Etiquette
   - Group discussions and personal interviews
c) To discuss the effects and coping mechanism of work stress.
d) To help in designing short term and long-term career goals.
e) To explain the benefits of being assertive and having positive work attitude.

Expected Learning Outcomes

At the end of the course, it is expected that the student will be able to—

1. Self-assess their strengths, weaknesses, opportunities and threats.
2. Design and deliver effective presentations.
3. Comprehend the benefits of listening, conversational, and cross-cultural skills.
4. Apply the social and dining etiquettes.
5. Gain sufficient knowledge and skills for a better performance in group discussion and personal interviews.
6. Manage and design time management strategies and career goal sheets.

7. Have a conceptual understand of the types and coping styles of work stress.

Recommended Text Book:
Training in Interpersonal Skills-Tips for Managing people at work- 6th Edition- Philip L. Hunsaker and Stephen Robbins- Pearson Education

Suggested Reference Books:

- Personal Development for Life and Work by Ann Masters & Harold. L. Wallace, Cengage Learning, 2010
- Soft Skills for Everyone: Jeff Butterfield, 8th Indian Reprint 2017, Cengage Learning
- Professional Presentations by Malcolm Goodale, Cambridge University Press, 2005
- Goals-How to Get Everything You Want -- Faster Than You Ever Thoughtby Brian Tracy, Berrett-Koehler Publishers; 2nd Edition , 2010
- Body Language A Guide for Professionals, by Hedwig Lewis, SAGE Publications Pvt. Ltd; 1 edition, 1998.

Course Outline

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to Career Management	Students will understand the definition of— ▪ Career ▪ Career management ▪ Career cycle, and ▪ Career anchors.	Introductory lecture	Ch-1
Self-Awareness and Self-Assessment	Students will learn about the concept of self— ▪ Carl Roger's concept of; Self, Real Self and Ideal Self and Self-Esteem. Bandura's concept of Self-efficacy. Students will be able to self-assess themselves in terms of— ▪ Self-Efficacy ▪ Career Anchors ▪ Holland's Typology	The following Self-assessment questionnaires to be answered and filed by students for understanding of their personal self. ▪ Generalized Self-efficacy Scale ▪ Holland's Typology ▪ Career Orientations Inventory	Ch-2
Goal Setting	Students will comprehend— ▪ Goal Setting Theory-Locke and Latham ▪ Difference between goals and objectives ▪ Types of goals- short term vs long term, outcome, performance and process	Exercise on goal setting (short/long term) following the SMART framework of goal setting. Exercise on writing career goals for their curriculum vitae.	Ch-3

	goals. ▪ SMART model of Goal Setting. ▪ Discussion on guidelines on answering the questions on Short term goals and Long-term goals in an interview		
Listening Skills	Students will learn about— ▪ Concept of listening. ▪ Difference between listening and hearing. ▪ Stages of Listening- Joseph DeVito. ▪ Types of Listening: Discriminative, Comprehensive, Critical and Empathetic Listening ▪ Barriers to effective Listening: Physiological, Environmental, Attitudinal and Poor Listening Habits, ▪ Difference between a Good Listener and Bad Listener, ▪ Guidelines for improving better listening.	Lecture on concepts and showing Audio/Video Clips or conducting a written exercise on summarizing the content of the video based on listening skills.	Ch-6
Group Discussions	Students will acquire knowledge on— ▪ Concept of group discussion (GD). ▪ Stages of GD: Initiation, discussion and conclusion ▪ Roles in a GD: Initiator, Channelizer, Contributors, Moderator, Limelight seeker, Yes Minister, Confrontation, Sum up, On loan and Concluder. ▪ Common Evaluation parameters of a GD: Content, Creativity & Originality, Voice, Body Language, Analytical Ability, Fluency, Initiative, Leadership, Group behavior, Enthusiasm and Listening skills. ▪ Do's and Don'ts in a GD	Conducting GDs in the classroom.	Ch-1(Supl)
Session 9-14	***Group Discussions***	***20 Marks***	
Time Management	Students will gain insights	a)The $86,400 challenge.	

	into— ▪ The concept and Importance of Time Management ▪ Time Analysis: Time Logs, Internal and External Time-Wasters, Time Abusers, Techniques to deal with Procrastination, Handling interruptions ▪ Types of Time planning: Long-term, short-term and daily plans. ▪ Strategies for Time planning: Stephen Covey's Time Management Matrix • Controlling Time-Wasters: Biological Clock, Prioritize, Spiritual Planning, Accessibility and Dividing time	b) Developing strategies for time management time to reach the short term/long term goals, by following ,Stephen Covey's Time Management Matrix c) Where is the Ace of Spades?	
Stress Management	Students will learn about the— ▪ Definition of Stress. ▪ Eustress and Distress ▪ Sources of Stress: Internal and External, ▪ The Causes of Stress: Extra-organizational, Organizational, Group and Individual Stressors, ▪ Symptoms and Effects of Stress: Physica Organizational Strategies-Problem focused and Emotion focused ▪ Concept of Burnout, Steps to handle Burnout, Psychological and Behavioral Problems, ▪ Strategies to cope with Stress: Individual and Organizational.	Case-study Analysis-Occupational Stress: A junior Manager's Predicament- ICMR Case	Case study
Interview- Types of Interview, Expected questions in interview	Students will gain knowledge into the— ▪ Concept of interviews. ▪ Types of Interviews: Preliminary Interview, Selection Interview, Decision-making Interview and other Business Interviews	Demonstration of various types of Interview through role plays.	Ch-2 (Supl)

	▪ Stages of Interview- Opening, Body, Closing. ▪ Addressing commonly asked questions during interview. ▪ Dos and Don'ts in an interview and Expected questions in an interview.		
Communication style and Conversational skills	Students will acquire knowledge about the— ▪ Concept of communication styles. ▪ Heffner's classification of communication style- passive, aggressive and assertive. ▪ Conversational skills: Beginning of a conversation, Conversation beginners, Moving the conversation, asking questions, ▪ Impression Management Techniques and Process, ▪ Impression Management Strategies: Demotion preventive strategies and Promotion enhancement strategies, ▪ Building positive relationships and Dealing with Criticism.	Lecture on concepts and conducting Role Plays demonstrating different communication styles.	Ch-4 & 5 (Supl
Effective Presentation Skills	Students will comprehend the— ▪ Types of Speeches: Informative, Persuasive and Entertaining Speech ▪ Methods of Speaking: Manuscript, Memory, Impromptu and Extempore speech, ▪ Analyzing the audience, ▪ Non-verbal dimensions of presentations ▪ Organizing the speech and Core statement of a speech, ▪ Structure of an informative speech: Introduction, Body and Conclusion, ▪ Structure of a persuasive speech: Problem solution order, motivated sequence,	Lecture and Presentation	Class Notes

	deductive and inductive structures, ▪ Supporting Presentation components: Illustrations, Statistics, Expert testimony, Analogies, Anecdotes, Fables and Parables, ▪ Visual Aids: Designing and presenting Visual Aids, Selecting the right Visual Aid, Guidelines for selecting visual aids ▪ After the presentation: Handling Question-Answer session and signing off		
Presentation	***Session 25-29***	***20 Marks***	
Social skills, Netiquette, Dining & Telephone Etiquettes	Students will understand following etiquettes— ▪ Telephone Etiquettes ▪ Email Netiquettes ▪ Dressing Etiquettes ▪ Handshake Etiquettes ▪ Business Card Etiquettes ▪ Cubicle Etiquettes ▪ Dining Etiquettes	A Practical Dining Etiquette session	Practical session
Cross Cultural Communication	Students will learn about the country-wise specific etiquettes: ▪ US ▪ UK ▪ Japan ▪ China	Conducting Presentations on etiquettes of US, UK, Japan, China and General etiquettes	Ch-8
	MCQ Test on the Topics covered in the class	***10 Marks***	

Evaluation

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test I	2			**20**
Test II	3			**20**
Test III	4			**10**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SL FI 502
Course Title: Financial Management - II

Course Description:

Students examine the important tools and techniques useful in developing their decision-making skills in the context of a corporate firm. Topics include sources of long-term and short-term; leverages; capital structure policies and decision; dividend policy and decision; inventory management; receivables management; cash management; financial statement analysis and financial forecasting.

Course Objectives

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

- Apply various tools and techniques in the financial decision making activity.
- Differentiate between various sources of long-term and short-term finances available to a firm.
- Evaluate the concept of leverages, capital structure, dividend policy, inventory management, receivables management and cash management.
- Analyze the capital structure policies and decision, dividend policy and decision, inventory management, receivables management and cash management.
- Asses the firm's financial performance using various tools and techniques like ratio analysis, common size analysis, comparative statements analysis and trend analysis.

Learning Outcomes

1. Develop required skills for sourcing of finance for a project.
2. Demonstrate analytical skills in financial decision making process.
3. Evaluate the financial performance of a firm using various tools.
4. Identify and implement strategies for maximizing shareholders' wealth in a firm.

Recommended Text Book:

- **Financial Management** – Text and cases (Volume-I) by *Prasanna Chandra, M Y Khan and P K Jain*, 1st Edition, 2017, Mc Graw Hill Education (India) Private Limited
- **Financial Management** – Illustrations (Volume-II) by *Prasanna Chandra, M Y Khan and P K Jain*, 1st Edition, 2017, Mc Graw Hill Education (India) Private Limited

Suggested reference books:

- **Principles of Corporate Finance** by Richard A. Brealey, Stewart C. Myers, Franklin Allen, 12th Edition, 2017, Mc Graw Hill Education (India) Private Limited
- **Fundamentals of Financial Management** by Eugene F. Brigham, Joel F. Houston, 14th Edition, 2016, Cengage Learning
- **Corporate Finance** by Stephen A. Ross, Randolph W. Westerfield, Jeffrey F. Jaffe, Bradford D. Jordan, Ram Kumar Kakani, 11th Edition, 2017, Mc Graw Hill Education (India) Private Limited

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Sources of Long-Term Finance	• Identify & compare/contrast the features of various sources of long-term finance used by a firm.	RIL: Global Financing Choices	Chapters-11, 12 & 13
Leverages	• Understand the concepts of operating, financial and combined/total leverage. • Appreciate the implications of leverages.		Chapter-15
Capital Structure and Firm Value	• Appreciate the relationship between capital structure and firm's value. • Understand the various approaches to capital structure.		Chapter-16
Capital Structure Policy	• Understand the various types of risks. • Enumerate determinants of capital structure. • Analyze the EBIT-EPS relationship under different financing plans.	Adarsh Relays	Chapter-17

TEST-1	**Sessions 1 to 10** **Chapters covered - 11, 12, 13, 15, 16, 17**		
Overview of Working Capital Management	• Understand the working capital concepts and operating cycle. • Identify the factors influencing working capital.	Working Capital management in FMCG companies	Chapter-20
Inventory Management	• Understand the need and nature of inventory. • Analyze inventory problem as an investment decision. • Assess the significance of carrying, ordering and stock-out costs.	Dadu's Dilemma: How much to order?	Chapter-21
Receivables Management	• Comprehend the terms of payments widely used in practice. • Realize the need and goals of establishing a sound credit policy. • Understand various methods of monitoring receivables.	Receivable Management at Anthony Fast Food Ltd.	Chapter-22
TEST-2	**Sessions 12 to 18** **Chapters covered - 20, 21, 22**		
Financial Statement Analysis	• Comprehend and assess the firms' financial performance using various tools and techniques.	Nestle India Ltd.	Chapter-25
Dividend Policies & Theories	• Realize the importance of dividend policy and its impact on firm value. • Understand the logic of dividend irrelevance.	Swavalamban	Chapter-18

	• Enumerate the market imperfections that make dividend policy irrelevant.		
Cash Management	• Identify the motives and needs for holding cash. • Understand the techniques for preparing cash budget. • Enumerate the factors that determine the required cash balances.	Sen's sensibility: Managing cash flow	Chapter-23
Financing Current Assets	• Assess the benefits and costs of trade credit. • Understand the norms used by banks in financing a firm's working capital needs.		Chapter-24
Financial Forecasting	• Appreciate the difference between financial forecasting and financial planning. • Understand the requirement of external financing and sustainable growth rate.		Chapter-26
Project Work	Using company's data from PROWESS database, each group (10 students) is required to present on various financial ratios. **Parameters for evaluation:** Financial Statement Analysis, Comparison of ratios with industry standard and with its competitor's ratios along with interpretation and suggestions.	Show the student how to: • access and collect the data from databases like Prowess and Capitaline Plus. • perform calculations in excel, report writing and presentation using power point.	

Evaluation Timelines

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

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

Course Code: SHFI631

Course Name: Goods and Services Tax (GST)

Course Objectives

1) To obtain insight into the fundamentals of GST Law, regulations and procedures
2) To understand the various issues, problems faced by industry in the new GST regime
3) To provide insights as to how corporate need to gear up their process, procedures and practices
4) To enhance the analytical and problem solving skills

Learning Outcomes

1) In depth knowledge of the GST act brought into force
2) Recognise the Incidence of Time , Place of supply under GST law
3) Appreciate the benefits provided by the GST laws for all stake holders
4) Hands on experience of the impact of GST on businesses

Recommended Text Book	Edition	Author	Publisher
Concept Building Approach to GST & Customs law	1st	Shilpi Sahi	Cengage Publication
Suggested Readings			
1. Students' Guide to Income Tax including GST	59th	V. Singhania & M. Singhania	Taxmann Publication
2. Goods and Services Tax FAQ	1st	S. Bhatia	Taxla Publications
3. Basics of GST	1st	Nitya tax Associates	Taxmann Publication
4. GST and Its Aftermath	1st	Bhattacharjee & Bhattacharya	SAGE

TOPIC	KEY CONCEPTS	LEARNING OUTCOMES	TEXT BOOK CHAPTERS NO
Introduction to GST Course			
Overview of GST	Destination based consumption tax – Exempted Goods – Goods outside the purview of GST – Central and State taxes subsumed under GST - Features of GST – Threshold exemptions- Composition scheme- Harmonised System of Nomenclature- Basics of SGST, CGST , IGST & UTGST – Reverse Charge mechanism- Input tax credit – Interface through online- structure of GST Council	Importance of indirect taxes- appreciation of need for GST- basic understanding of GST	1 &2
Registration under GST	Liability for registration - Liability for registration based on aggregate turnover- Compulsory registration - Voluntary registration- Composition levy- Single or separate for business vertical or selectively in each State- Suo Moto Registration - Registration	Understanding the Registration process - Who is liable to register- types of registration- how can one register	3

	procedure- Special provisions relating to casual taxable person and non-resident taxable person- Provisions relating to Amendments, Cancellations and Revocation of Registration- Migration of persons registered under existing Law.		
Supply of Goods or/and Services	Meaning and Scope of Supply: Supply of Goods and/or Services , Supply for consideration, Supply made in the course or furtherance of business, Supply made in the taxable territory - Types of Supply: Taxable, Exempt, Zero-rated, Composite, Mixed, Continuous, Inward/Outward supply, Inter/Intra Supply;	Recognise incidence of supply of Goods or services under GST	4, 5 &6
Time of Supply	Time of Supply of Goods- General Principle – Reverse Charge - Time of Supply of Services – General Rule- Reverse charge – Residual provisions- change in rate of tax – Imports & Exports	Recognise the time of supply of a good or service	7
TEST 1			
Place of Supply	Place of supply of goods under different cases- Where goods are removed, Where goods are not removed- Supply made on direction of third person- Goods assembled or installed – Goods on Board an aircraft or train- Place of supply of goods imported into, or exported from India - Place of supply of B2B services – Place of supply of B2C services - Exceptions to general principle.	Recognise the Place of supply of a good or service	8
Value of Supply	Methods to compute taxable value – inclusions in Taxable value – exclusions in taxable value – calculations of tax value – Calculations of Transaction value – when transaction is between two unrelated parties where price is the only factor	Understanding of determination of value of a supply	**9**

Input Tax Credit (ITC)	The Core Provision- Input Tax Credit: Manner of taking Input Tax Credit, Conditions for claiming ITC, Documentary evidence- Reversal of Input Tax Credit , Procedure for reversal- Input Tax Credit under difference cases ; capital goods, shift from taxable person to composition scheme, at the time of registration, exempted supplies , taxable supplies etc. - Procedure in case of Merger, amalgamation or Sale of Business - Reversal of ITC if goods or services become wholly exempt- Recovery of ITC wrongly taken.	Appreciating the concept of ITC- Its impact on the success of GST	10
Taxes Heading under GST	Overview of IGST- CGST- SGST & UTGST - **Cross Utilization of CGST/CGST/IGST and Fund Transfer:** Credits cross utilization- Order of utilization of credit- Utilization of input tax credit of CGST/SGST/IGST for payment of CGST/SGST/IGST- Apportionment of tax collected under IGST Act and settlement of funds- Amount in CGST, SGST and IGST Account	Understand the concept of different taxes under GST- their utility in business	12
Records & Books under GST :	Type of electronic ledgers, Invoice, Credit note and debit notes, Accounts and period of retention of account- Inter-State credit note in B2C and B2B supplies- Debit note and supplementary invoice reference- Invoicing for GST and revenue recognition- Key considerations in maintenance of books of accounts at entity-level and for each GSTIN- Updating information on GSTN and validation – manual or use of accounting software integrated to GSTN by GST Suvidha Providers	Understand the records and books that needs to be maintained under GST act	13
Filling, Assessment and Audit: Self assessment	Provisional assessment- Assessment of non filers- Departmental VAT – Audit - Special Audit- Returns under GST and Matching of Input Tax Credit-	Types of assessment and its importance to a company's business	14 & 15

	Periodicity of filing returns for: Outward supplies, Inward supplies - Composition scheme- Non-resident tax payers - Input Service Distributor- TDS and TCS- Procedure of filing returns- Facilitation centers		
Contemporary issues – Notifications by GST Council -	Dynamic changes in GST – Effect on different sectors of the economy.	Impact of GST and changes made	
TEST 2			
Project Presentations			

Evaluation Pattern

Component	Weightage
TEST 1	15
TEST 2	15
CP 1	10
Project	20
TERM END	40
TOTAL	100

Course Code: SL HR 502
Course Name: Human Resource Management

Course Objectives

This course for the students of Semester II of MBA offered as a compulsory course. It has the following objectives.

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Text Book

1. Dessler, Gary and Varrkey, Biju (2018). *Human Resource Management (15th ed.).* New Delhi: Pearson Education

Suggested Reading

- George W. Bohlander, et al., Principles of Human Resource Management 16th Edition, Cengage Publications, 2017.
- John M. Ivancevich, *Human Resource Management*, 9/e, Tata McGraw- Hill, 2003.
- Edwin B.Flippo, *Personnel Management*, 6/e, McGraw Hill, 2003.
- K. Aswathappa, *Human Resource and Personnel Management*, 3/e, Tata McGraw Hill, 2003
- Robert L. Mathis and John H. Jackson, *Human Resource Management*, Thomson, 2003.
- 6. Arun Monappa, *Human Resource Management*, TMH, New Delhi, 2004
- 7. R.S.Dwivedi, *Managing Human Resources: Industrial Relations in Indian Enterprises*, Galogotia Publishing Company, Mumbai, 2002.
- 8. C.B.Memoria and S.V.Gankar, *Personnel Management: Text and Cases*, Himalaya, Bombay, 2003.
- 9. Gomez-Mejia : Managing Human Resources, 3/e Pearson Education.

COURSE OVERVIEW & COURSE PLAN

Topics/Sub topics	Learning Outcomes	Case
Introduction to HRM The Concept of HRM; History of HRM, Evolution of HRM in India; Scope of HRM; Differences between Personnel Management and HRM, Human resources and human capital, Line and Staff functions of HRM; Importance of HRM to all Managers; Functions of HRM - Competencies for HR managers, HR Compass, New HR competency model,; Interrelation of HRM with other Functional areas; The future of HRM & Challenges **Strategic HRM** Strategy, Levels of strategy, Strategic Planning and HR **Aligning HRM with Business Strategy** Need, Aims and Theories of SHRM & Effectiveness	• Know what HRM is all about • Gain insight into functions of HRM and HR activities • Differentiate between Line and Staff • Identify the HRM challenges • Understand SHRM and its need for alignment	*1. The Line vs Staff Tussle at High Speed Venture Technologies: Threatening the company's future?* ***(ICMR Case)***
Concept of Job Analysis Steps in Job analysis – Sources, Methods of Job analysis, Job	• Understand legal and behavioral aspects of Job analysis	***Activity*** *- Writing Job description and Job specification*

Description, Job Specification Job rotation – Job enlargement – Job enrichment. Job Design, Approaches, Job Characteristics Model	• Learn how to conduct and apply scientific Job analysis methods • Write Job Description and the Job Specifications • Know different approaches to Job Design	
Human Resource Planning and Recruitment HRP - Need and Importance of forecasting, Demand and supply for employees-Balancing supply and demand considerations, Process and Methods & Techniques of HRP Strategic recruiting – Sources – External & Internal – Process - E-recruitment – Evaluation metrics for effectiveness of recruiting	• Familiarize with HR planning process and its importance • Identify factors to be considered in forecasting the supply and demand for human resources in an organization. • Learn how to deal with a surplus of human resources • Understand the strategic aspects of recruitment • Examine the External, Internal sources and E-based recruitment methods • Discuss factors to consider when evaluating recruiting efforts.	*2. Beyond Resumes: Marriott Using Gamification to Recruit Top Talent in Hospitality* ***(ICMR Case)***
Selection & Placement Selection process/stages: Application blank Initial screening, Pre-employment tests – reliability and validity of tests, Interview, types of interviews, Effectiveness of interview, legality, Background checks, Selection decision, Placement - Induction	• Gain systematic understanding of selection Process • Discuss the importance of validity and reliability of selection process • Identify types of selection tests • Compare different types of selection interviews • Legal implications of background checks	3. Automating Blind Hiring at Compose Inc ***(ICMR Case) New Case***
NCP 1		
Training and Development Difference between Training and Development, Training Process - Need Assessment – Organizational – Task – Individual, Design – Learner	• Gain knowledge into the strategic importance of Training • How to conduct the training	*4. Training & Development GE Way* ***(ICMR Case)***

characteristics – Training Instructional Strategies, Training Implementation – Nature internal or external – subject matter – methods - On job – off job – E- Training, Training evaluation - Kirkpatrick's model of evaluation; MDP	• Identify three types of analyses used to determine training needs • Learn four phases of the training process with clear emphasis on each one of them • Four levels of training evaluation	
Performance Management Performance Management Systems, Objectives of Performance Appraisal, Performance standards, Sources of appraisals, The Appraisal Process, Methods of appraisals - Pitfalls in Performance Appraisal – Appraisal Interview Quality of Work Life (QWL)	• Know what is Performance Management Systems • How Performance is measured • How to establish job criteria and performance standards -criterion contamination and deficiency • Identify uses of performance appraisal • Advantages and disadvantages of multisource (360°) appraisal. • Concerns about appraisal feedback interviews • Identify the characteristics of a legal and effective performance appraisal system	*5. Performance Management System @ TCS* ***(ICMR) HRM0063***
Managing Careers Concept of Career, Career Anchors, Elements/Process of Career Planning, Benefits, Developing Talent, Career Planning issues: Dual family careers, Low ceiling career, Declining opportunities, Restructuring, Career Plateaus and Work-family issues, Career Development Cycle Promotions, Transfer and Succession Planning	• To recognize the role of individuals & organizations in career planning. • Appreciate the human resource development process. • Discuss specific advantages and problems associated with assessment centers. • Identify four on-the-job and four off-the-job development methods.	*6. Infosys Role and Career Enhancement: A People Strategy or Fall from Grace?* ***(ICMR Case)*** ***Career Anchoring exercise***

	• Appreciate succession management process	
Compensation Management Compensation – Philosophy - Nature and Purpose Types of Wages & Wage plans, Compensation Design – Job Evaluation – Process & Methods, Pay Structures in India - Government Regulation of Compensation	• Understand what is total compensation • Clearly grasp types of compensation • Understand the philosophies involved in designing compensation plans • Elements of a Good Wage Plan • Understand the various pay structures in India	
	NCP 2	
Rewarding Performance Administering Incentive Plans, Individual Incentives, Group Incentives, Enterprise Incentives Plans, Executive compensation, Non Monetary Incentives, Designing Effective Incentive Plans	• Understand the importance of Variable pay and identify three elements of successful pay-for-performance plans. • Discuss types of individual incentives. • Understanding of Compensation of sales employees • Concerns that must be addressed when designing group/team variable pay plans. • Profit sharing and employee stock ownership are common organizational incentive plans.	*7. Compensation Management at Tata Consultancy Services Ltd.: Coping with Turbulent Times in the Indian IT Industry* ***(ICMR Case)***
Benefits and Services Creating a Benefits package, Planning Benefits – Security – Health Care Retirement – Pension, Financial benefits – Other Benefits as required by the law (India)- Strategic Benefits Planning	• Develop benefits and services for employees • Define a benefit and identify strategic reasons why employers provide benefits. • Importance of benefits	*8. Being a 'Pioneer' in Global Maternity Benefits: Vodafone's Talent Retention Strategy* ***(ICMR Case)***

	required by the law • Understand various Acts for Employee Compensation	
Discipline and Employee Rights Employee rights and privacy, Disciplinary policies, procedures and types of action – Dismissal and Discharge of an employee, Grievance Handling: Grievance - Causes/Sources of Grievances - Grievance Redressal Machinery, Harassment at Workplace	• Discuss employee and employer rights and obligations • Discuss Issues associated with work place monitoring and employer investigation Discuss how wrongful discharge, just cause, and due process are related • Positive and progressive approach to discipline • Appreciate the need to consistently apply own discipline and have grievance redressal policies and procedures	*9. A Sexual harassment Complaint and the Fallout* ***(ICMR Case)***
Employee Relations and Collective Bargaining Employers and employee perspectives, Objectives of Industrial Relations & Disputes, Trade unions – objectives, Functions, Structure, Labor Laws (India) The Bargaining Process - Preparing for Negotiations	• Understand what a union is – why unions are formed and why employers resist them • Discuss industrial relations and trade unions in India • Learn the nature of each of the major labor laws • To understand the importance of collaboration and collective bargaining • To understand collective bargaining process	*10. Labor Unrest at Maruti Suzuki India limited* ***(ICMR CASE)***
CP/NCP 3		

It's a self paced learning video links, students are advised to go through the links and come prepared for the classes for discussion.

S no	*Course Topic*	*URL*	*Resource Person*
1	Introduction to HRM	https://www.youtube.com/watch?v=RamtocP6TcU&index	By Dr.Anu Singh Lather, Dean USMS, GGSIPU, New Delhi
2	Recruitment & Selection	https://www.youtube.com/watch?v=NcGtVXmcfTQ&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
3	HRM Relevance & Spectrum	https://www.youtube.com/watch?v=iartz2joeLo&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
4	Organization of HR Department & HR Policies	https://www.youtube.com/watch?v=avRyR6BEi9I&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
5	Job Analysis	https://www.youtube.com/watch?v=StFp44R3Dms&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
6	Green Human Resource Management	https://www.youtube.com/watch?v=sco_w0xZg-E&list	By Dr.Namita Rajput, Associate Professor, Sri

			Aurobindo College, University of Delhi

Evaluation Timelines

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

Component Name	Component Type	Designated slot	Result Declaration	Weightage %
Class Participation (CP)	1	Sessions - 33	Session 33	10
Written Test	1- Multiple Choice Questions - Online test	Session -12	Session-15	20
	2- Descriptive type - Offline test -	Session - 22	Session-26	20
	3- Multiple Choice Questions - Offline	Session - 32	Session 33	10
End-semester exam	At the end of the semester			40
	Total			100

Course Code: SLGM502
Course Name: Legal Environment of Business

Course Objectives:
The course is designed to provide:

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

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

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

Recommended Text Book:

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

Suggested reference books:

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

Course Outline:

TOPIC	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapter
Introduction to the Legal Aspects of Business,	• Appreciate the importance of Legal environment of Business. • Understand the nature, purpose and significance of law. • Describe the various forms of business organizations and their differences.	Class Lecture	-
Establishing Contractual Relationships	• Define an offer and a contract. • Distinguish between agreements and contracts. • Understand the classification of contracts and their differences. • Appreciate the essentials of a valid offer and the legal rules governing a valid acceptance. • Explain how an offer is communicated, accepted and revoked.	• Bhagwan Das Carlil Vs. Carbolic Smoke Ball Co.	1
Consideration and Legality of Object	• Understand the rules governing valid consideration. • Appreciate the bearing of lawful object on the validity of contract. • Explain when the object or consideration	• Void and Voidable Contracts: The Legal Dilemma	2

	is deemed to be lawful/unlawful and the effect of partial illegality. • Describe the essential elements of valid consideration and the legality of contracts without consideration.		
Competency of Parties	• Understand the competency of parties to a contract. • Appreciate the position of agreements with a minor. • Describe the effect of agreements made by persons of unsound mind/disqualified by law.	• Mohoribibi vs. Dharmodas Ghose; Balfour vs. Balfour. ; Merritt Vs Merritt	3
Free consent	• Understand the significance of free consent and how the flaws in consent impair contract validity. • Appreciate how coercion, undue influence, misrepresentation, fraud and mistake affect free consent.	Void and Voidable Contracts: The Legal Dilemma 4	
Void Agreements, quasi-contracts and Contingent Contracts	• Distinguish between void agreements and void contracts and illegal agreements. • Describe the essentials of a contingent contract and how a a contract can be enforced. • Explain how contingent contracts differ from wagering agreements and quasi-agreements.	Class Lecture	5
Performance and Discharge of Contract	• Appreciate the importance of performance as the most obvious means of discharging a contract. • Highlight other modes of discharge like mutual agreement, operation of law etc.	• High Tides	6
Remedies for Breach of Contract	• Elucidate the meaning of breach of contract. • Appreciate the various remedies available to the aggrieved party in case of breach.	• High Tides	7
Contracts of Indemnity, Guarantee, Lease, Hire purchase.	• Explain and distinguish between the two special types of contracts of indemnity and guarantee. • Appreciate the rights of an indemnity holder and the extent of surety's liability. • Understand the procedure for revocation of continuing guarantee and the rights and discharge of surety. • Explain the meaning of lease and hire-purchase contracts and appreciate their differences.	• High Tides	8
	Test-1		

Contracts of Bailment and Pledge ; Lien, Hypothecation, Mortgage, Gift, Exchange	• Describe the rights and duties of bailor, bailee, pledger and pledge. • Explain and appreciate the meaning of Lien, hypothecation, mortgage and gift and appreciate their differences..	• High Tides • Smart Plans – Bumpy Finale	8
Contract of Agency	• Understand the test of determining the existence of an agency. • Appreciate the rights and duties of an agent ,his liability to the principal and modes of creating and terminating an agency.	Class Lecture	8
Sale of goods Act: Agreement to sell and sale, Conditions and warranties	• Understand the nature of contract of sale and compare the sale and agreement to sell. • Appreciate the meaning and differences between conditions and warranties • Describe the transfer of property in goods and performance of a contract of sale. • Outline the rights of an unpaid seller against the goods as well as against the buyer personally.	Class Lecture	9
Partnership Act: Formation, Registration, Mutual rights, duties and liabilities of Partners .	• Understand the provisions relating to the nature and formation of partnership, the rights, duties and liabilities of partners. • Appreciate the procedure for dissolution of partnerships.	Class Lecture	10 to 12
Formation of a Company, and Prospectus.	• Get an overview on corporate legal framework and elaborate the four major stages involved in the formation of a company. • Describe the procedure and provisions for issuance of prospectus.	Class Lecture 17	
Memorandum (MOA) and Articles(AOA), Share capital and debentures, Membership.	• Understand the rules to be followed in preparing MOA and AOA. • Highlight the provisions relating to raising of capital by a company.	• Sally Steel Products Pvt. Limited: Legal Tangles.	18
Management Meetings and Winding Up of Company.	• Describe company management, role of managing director and other directors, their power and liabilities, qualifications and disqualifications, appointment, remuneration and removal from the company.	• You can build or dismantle the Business. • Death Warrant	19

	• Appreciate the provisions of law relating to the meetings of a company and winding up of a company.		
Limited Liability Partnership(LLP)	• Understand the basic provisions of LLP formation and how an LLP differs from other forms of business enterprise. • Appreciate the rationale behind the introduction of LLP in India..	Class Lecture	20
The Consumer Protection Act,1986	• Understand and appreciate the salient features of the Act. • Explain its aims and objectives, major concepts and rights of consumers as provided in the Act.	• A journey from Dream to Disputes and Role Reversals	21
RBI and SEBI Role and functions.	• Comprehend and describe the objectives, powers and functions of RBI and SEBI and their role in the regulation of money market and capital market respectively.	• Securities and Transparency Trading	23
	Test-2		
Negotiable Instruments(NI) Act,1881	• Get an overview on NI Act,1881, • Understand and appreciate the kinds of negotiable instruments and major concepts relating to negotiation, assignment and presentment of negotiable instruments.	Class Lecture 13 to 15	
Dishonor and discharge of negotiable instruments	• Describe the legal rules relating to the dishonor and discharge of negotiable instruments.	• Bouncing of Cheque is Not Cricket – It is Ticket to Jail.	16
The Information Technology Act,2000	• Get an overview on the aims and objectives, scope of the Act. • Comprehend the major concepts and important provisions of the Act.	• Business Transaction and Cyber Law	24
The Right to Information Act,2005	• Become conversant with the scope, major concepts and important provisions of the Act. • Appreciate the role of Information Commissions and the remedies available to the aggrieved party and the penalty for non-compliance.	• Class Lecture	25
Introduction to Income Tax Act,1961	• Appreciate the major concepts and important provisions of i)Income-tax Act,(ii)Insurance law and (iii) Foreign Exchange Management Act,1991.	• Pleasure of Income and Pain of Tax	-
Introduction to Foreign Exchange Management Act, 1999.	• Explain the major concepts and important provisions of Foreign Exchange Management Act, 1991.	• Class Lecture	30
Introduction to	• Appreciate the major concepts and	• Insurance Business:	

Insurance Law	important provisions Insurance Law and the essential features of Contract of insurance.	A step Towards Social Commitment	-
The Competition Act,2002	• Understand the important provisions of the Competition Act, 2002. • Explain the aim and objectives of Competition Commission.	• Class Lecture	22
Environment Law	• Appreciate the General legislations of Environmental Law. • Comprehend the essence of various protection legislations relating to Forest and wild life, Water pollution and air pollution.	• Devils Eye and Dreamers Valley	31
Intellectual Property Rights(IPRs)	• Get an overview on the subject matter of Intellectual property(IP) • Appreciate the rationale behind IP and its international dimensions. • Discuss the various categories of IP rights and the emerging issues in IPR.	• Identity of Identical Names	32
	Test-3		

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test I	2			**20**
Test II	3			**20**
Test III	4			**10**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SLEC502
Course Title: Macroeconomics and Business Environment

Course Description:

This course enables the students to understand the basic concepts and developments in macroeconomics to know the aggregate behavior of an economy. The students will learn the fundamental economic ideas like measuring national output/ Income, GDP, aggregate demand and aggregate supply, the consumption function, savings function, investment spending, the multiplier

principle and the influence of government spending on income and output. It also provides students with a useful understanding of the product and money market and their interaction using the IS/LM framework; the design and effects of monetary and fiscal policy; budget deficits and government debt; and the open economy Framework. This course provides an introduction to the economic analysis of key macroeconomic variables such as national output, inflation, interest rates, exchange rates, unemployment, and business cycles. The course will conclude with a discussion on globalization and the challenges in steering the economy in turbulent global imbalances.

Course Objectives

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

- Demonstrate managerial skills and competencies required for understanding and analyzing the macroeconomic scenarios for business decision making.
- Demonstrate business knowledge in locating and interpreting macroeconomic data; and identify and explain important macroeconomic concepts using the stylized facts of business cycle fluctuations, economic growth, and unemployment.
- Show their problem-solving aptitude by identifying current economic issues and debates, then apply simple macroeconomic models to analyze and interpret policy issues.
- Demonstrate problem-solving ability in evaluating the scope for policy to improve macroeconomic performance.
- Analyze macroeconomic economic models to explain and interpret the behavior of key macroeconomic variables
- Demonstrate leadership using sound macroeconomic knowledge and credible decision making.

Learning Outcomes

5. Students will make an informed and effective selection with the application of macroeconomic knowledge in a discipline or profession, in the contexts of local and global business.
6. Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous macroeconomic analysis and critical thinking.
7. Students will be able to utilize a simple contemporary economic model such as the aggregate supply/aggregate demand model and describe the interrelationships among prices, income and interest rates as they affect consumption, saving and investment.
8. Students will be able to describe the contemporary monetary and banking system and analyze the role of money, credit, and Reserve Bank of India's monetary policy.
9. Students will be able to analyze fiscal and monetary policy decisions to counter business cycle swings by using macro-economic models.
10. Students will be able to outline the role of comparative advantage in exchange and the importance of exchange rates. Describe the role of international trade and finance in domestic economic activity.
11. Students will be aware of the global business environment and will be actively committed to recognize and respect diversity in cultural norms, beliefs, and values, and will apply this knowledge to interact, communicate and work effectively in diverse environments.

Recommended Text Book:

- **Macroeconomics** by *Dornbusch Rudiger, Fischer Stanley, and Startz Richard.* McGraw Hill Education; Twelfth edition, 2018.

Suggested reference books:

- **Macroeconomics** by Gregory Mankiw. 9th edition, 2016. Worth Publishers.
- **Macroeconomics** by Andrew B. Abel, Ben Bernanke, and Dean Croushore. 8th Edition, 2015.

- **Macro ECON: A South-Asian Perspective** by William A. McEachern & A. Indira. 1 edition, 2013. Cengage

Course Outline:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters – Reference pages
ntroduction to Economic Analysis: Macroeconomics Vs. Microeconomics, Goals & Objectives of Macroeconomics, Tools of Macroeconomic Policy, Key concepts of macroeconomics- GDP and its importance.	After reading this chapter, students should be able to understand: • The scope of macroeconomics in the corporate world. • Recognize a variety of situations where the macroeconomic ideas can be applied. • Explain the goals of macroeconomic inquiry.	Introductory lecture	pp. 2-3.
Case discussion:		**Irish Economy: A Model of Success** (MEBE0001) (IBSCRC Case)	
Measuring National Output/ ncome: Circular flow of macroeconomic ctivity, Two sector model, Three ector model, Four sector model, Nominal GDP vs. Real GDP, GDP leflator, GDP at market price, GDP at actor cost, GNP, NNP, NNP at factor ost, NDP at factor cost, IIP, Release of GDP figures and the economic outlook and reaction of the corporate ector.	After reading this chapter, students should be able to: • Define macroeconomics and explain how economic indicators like GDP are used to assess the state of the economy. • Differentiate between and calculate nominal and real GDP • Describe economic growth • Identify key institutional factors that contribute to economic growth.	**Video 1:** Time to fix GDP? https://voxeu.org/content/time-fix-gdp	pp. 10-12 14-15 23–26 35, 38-39.
Methods for measuring National ncome: Product Approach, Income Approach, Expenditure Approach, Problems of neasuring GDP, Real Vs Nominal ncome, other measures of levelopment: Measures of Wellbeing uch as HDI, Gross National Happiness Index, etc., Economic Growth vs Economic Development, The implication of Economic Growth	After reading this chapter, students should be able to understand: • What GDP measures- and what it doesn't? Why aggregate income equals aggregate output?		pp. 26 -30, 35-37, 57-61.
Case discussion:		**National Income Accounting: A Case Study of China**	

		(MEBE0004) (IBSCRC Case)	
Aggregate Demand and Aggregate Supply: Classical and Keynesian Approach: Meaning of Aggregate Demand and Aggregate Supply, Aggregate Demand and Supply Curve, Factors shifts aggregate demand and supply curve. Determination of price level through aggregate demand and supply, Aggregate supply curve in Classical view. The aggregate supply curve in Keynesian view. Says Law of Market.	After reading this chapter, students should be able to understand: • The nature of aggregate demand and aggregate supply. • The components of aggregate demand and their determinants. • Why the short-run AS curve slopes upward? • How aggregate demand and aggregate supply affect the economy? • Use the AD-AS model to explain the equilibrium levels of real GDP and price level • Examine factors that shift aggregate supply and aggregate demand • Illustrate economic growth, unemployment, and inflation using the AS/AD model		pp. 5-9, 98-114, 198
Determination of Equilibrium Income - Keynesian Approach: Consumption function, Keynes Psychological Law of Consumption, Marginal Propensity to Consume, Marginal Propensity to Save, Average Propensity to Consume, Average Propensity to Save, Determinants of Consumption, Factors influencing consumption, Saving function, Investment function, Investment demand curve, Shift in the investment demand curve, Determinants of Investment, Types of investment-Private Vs,. Public, Induced Vs. Autonomous, Gross vs. Net investment, Business fixed investment, Residential investment, Inventory investment, Implications of Investment in an Economy, How a change in interest rate affect aggregate demand	• • After reading this chapter, students should be able to understand: • Determinants of the Consumption function. Factors influencing investment, consumption, saving. The relevance of Keynesian theory. Implications of spending and saving in an economy.		PP. 44-45, 47, 63-64, 193, 199-205 326-336 352-360 364-373
Case discussion:		**Germany's Economic Dilemma: To Save or to Spend?** (FCP0006)	

		(IBSCRC Case)	
Product Market: Concept of Multiplier – Assumptions of Multiplier, Importance of multiplier, Simple multiplier, Two-sector and three-sector model, Types of the multiplier, Investment multiplier, foreign trade multiplier, Balanced Budget multiplier. The multiplier in the presence of tax.	After reading this chapter, students should be able to understand: What is investment multiplier, balanced budget multiplier, foreign trade multiplier and what are the implications of them?	**Ref Article 1:** Government spending multipliers in good times and in bad: Evidence from US historical data https://voxeu.org/article/us-fiscal-multiplier-historical-evidence	pp. 205-211 403-405 414, 438
Test-1 (Objective type): Weightage 20	**Coverage: sessions from 1 to 10**		
Money Market: What is money? The evolution of money and forms- Barter, Commodity money, Paper money, Bank deposits. The functions of money (a) Money as a medium of exchange (b) Money as a measure of value(c) Money as a store of value(d) The standard of Deferred payments. The determinants of demand for money, The supply of money, The sources of money supply, Central bank and high powered money, Measurement of high powered money, Purpose of measuring money supply, The Keynesian demand for money function (a)The transaction demand for money(b) the precautionary demand for money (c) The speculative demand for money. The Keynesian theory of interest rate, Components of money supply- M1, M2, M3 and M4, Measurement of money supply. Implications of the money supply. Money Multiplier Approach, Role of Banking systems and creation of money, Determinants of money supply, How interest rate is determined? Real Vs. Nominal interest rates, Liquidity, How do changes in the money supply affect the economy? Negative Interest rates and its implications on an economy.	After reading this chapter, students should be able to understand: • What money is? Describe how money is created by bank lending • Explain the functions of money, and define liquidity. How does the money multiplier work? Keynesian theory of demand for money. Measures of the money supply. Determinants of money supply and demand for money. How do changes in the money supply affect the economy?	**Video 2:** Demonetization https://www.youtube.com/watch?v=slYBxa4IB5I&index=22&list=PLzBocLh5ipFQCM5F9VfzBe_fesl_wYWXA	pp. 382-396 513
Case Discussion:		**India`s Demonetization: A**	

		Short-Term Loss or a Long-Term Gain? (ECON061) (IBSCRC Case)	
'rice Stability: nflation Vs. deflation, Various neasures of inflation, Types of nflation-Low inflation, Galloping nflation, Hyperinflation, Threshold nflation. Demand-pull Vs. Cost-push nflation, Stagflation, Expected Vs. nexpected inflation, Core inflation 's. Headline inflation, The role of overnment and RBI to control nflation, Economic impacts of nflation, Is a little inflation is good or the economy? Price in the AD-AS ramework, The Phillips curve, Short-un Philips curve, and Long-run hilips curve.	After reading this chapter, students should be able to understand: • The meaning of price stability/instability. • Define inflation and explain how the rate of inflation is calculated. • How inflation is measured? • Identify the consequences of inflation • Why Government/Policymakers and the public are more concerned with inflation? • How does the Government/Monetary authority deal with inflation? • How an unemployment-inflation trade-off arises?	**Video 3:** Venezuela's Inflation to hit 1,000,000% https://youtu.be/SCz1x5-tgig **Ref Article 2:** Examples of hyperinflation from Zimbabwe. http://www.nytimes.com/2006/05/02/world/africa/02zimbabwe.html?_r=1&oref=slogin	pp. 39-44. 6, 119-127 130-134 176-185 514-519
ase Discussion:		**Venezuela's macroeconomic crisis: An enduring ordeal of the worsening economy with alarming inflation,** (ECC0058) (IBSCRC Case)	
usiness Cycles & Unemployment: eatures of Business Cycles: a) Aggregate economic activity b) Expansions and contractions c) Co-moments (d) Recurrent but ot periodic (e) Persistence. hases of the business cycle: a) Boom (b) Peak (c) Recession or ontraction (d) Through (e) ecovery. usiness cycle facts: (a) Direction (b) imings. usiness cycle theories: xogenous vs. internal theories, emand induced cycle, Monetary heories, Political theories of usiness cycle, Real business cycle heories, Supply shocks theory,	After reading this chapter, students should be able to understand: • Explain the goals of macroeconomic inquiry. • Explain business cycles, including recessions, depressions, peaks, and troughs • Theories of Business cycle. • Impact and implication of the business cycle. • How unemployment is measured? • Unemployment and its major types • Examine the causes of unemployment, including cyclical, frictional, structural, and natural unemployment.		pp. 6, 10-18, 135, 143-146 153-170 494-498 500-503 564-565 577, 595

an we predict the business cycle? ypes of unemployment)kun's Law conomic Impact of unemployment. an we eradicate unemployment ompletely?			
ase Discussion:		**Brazil's Economic Crisis: A Tough Road Ahead** (ECON065) (IBSCRC Case)	
Monetary Policy:)bjectives of monetary policy, nstruments of monetary policy-open narket operation, bank rate, cash eserve ratio, statutory liquidity atio, the repo rate, reverse repo ate, marginal standing facility, iquidity adjustment facility, market tabilization scheme. asing vs. tightening of monetary olicy, Expansionary and ontractionary monetary policy mpact of Monetary Policy. mpact of demonetization on the ndian economy.	After reading this chapter, students should be able to understand: • How monetary policy affects macro outcomes? • The constraints on monetary policy. • How monetary policy affects the liquidity of an economy? • Explain the structure, functions, and responsibilities of the central bank. • What are the monetary policy instruments to deal with macro-economic problems such as low economic growth, inflation, and business cycles? • Explain how monetary policy affects GDP and interest rates. • Explain and show how monetary policy impacts aggregate demand	**Video 4:** Monetary Policy and Inflation Targeting Part 1 https://www.youtube.com/watch?v=WGoAtz2cUBU&list=PLzBocLh5ipFQCM5F9VfzBe_fesl_wYWXA&index=8	pp. 189-193 253-268 405-408 410-411 547
ase Discussion:		**Reserve Bank of India's Tightening Monetary Policy: An Impediment to Economic Growth?** (MOP0023IRC) (IBSCRC Case)	
est-2 (NCP 2): Weightage 20	**Coverage: sessions from 11 to 21**		
iscal Policy:)bjectives of Fiscal Policy, Types of iscal Policy- Discretionary Vs. Non- iscretionary Fiscal Policy, xpansionary Vs. Contractionary iscal Policy. Fiscal instruments- axes, Public expenditure, Public orrowings. Tax structure- Direct	After reading this chapter, students should be able to understand: • The tools of fiscal policy. • How fiscal stimulus or restraint affects macro outcomes? • Role of Fiscal Policy during macro-economic imbalances. • Identify the major spending	**Video 5:** Fiscal Policy, Fiscal Rules, and the GST I and II Part 1 https://www.youtube.com/watch?v=CPRy2-biSH4&list=PLzBocLh5ipFQCM5F9VfzBe_fesl_w	pp. 211-219 268-286 429-433

nd Indirect tax. Impact of GST on he Indian economy. Role of Fiscal olicy during inflation and deflation. affer curve, Fiscal Policy, and tabilization, types of deficits, Public lebt, Crowding-out effect.	categories and major revenue sources in the budget • Explain fiscal policies, including automatic, expansionary, and contractionary fiscal policies. • Differentiate between deficit and debt. • Who bears the burden of the national debt? • Explain how economic growth or decline can influence a budget surplus or budget deficit	YWXA&index=5	
ase Discussion:		**Ireland: Turnaround by Tax Policy** (MEBE0024) (IBSCRC Case)	
S-LM Framework: roduct and Money Market quilibrium, Hicks-Hansen Model: IS-M analysis. The slope of the IS urve, Shift in the IS curve, Shift of he LM curve. Monetary Policy and ts impacts on the LM curve. Fiscal olicy and its impact on the IS curve.	After reading this chapter, students should be able to understand: • What is the goods market? • What is the money market? • How does equilibrium reached through money market and goods market?		pp. 224-249
ase Discussion:		**Global Financial Crisis and Its Impact on Real and Financial Sectors in India** (MEBE0038) (IBSCRC Case)	
)pen-Economy Framework: nternational Vs. Domestic trade, he advantages of international rade. Theories of International rade, heory of Absolute and Comparative dvantage, rotection and WTO, ssues related to the tariff.	After reading this chapter, students should be able to understand: • Why nations go for international trade? • Explain the absolute advantage and comparative advantage • How trade flows are affected by Fiscal Policy? • What are the theories of international trade? • Explain the origin and role of the World Trade Organization (WTO) • How trade barriers affect prices, output, and income?		pp. 290-291
)pen-Economy Framework: ixed exchange rate, loating exchange rate,	After reading this chapter, students should be able to understand: • Define currency exchange rates	**Video 6:** Exchange rates and inflation	pp. 293-299 535-541

Managed floating exchange rate, Nominal exchange rate, Real exchange rate, Effective Exchange rate, Determination of Exchange Rate, Factors influencing the exchange rate, Participants of foreign exchange markets.	and explain how they influence trade balances • How changes in the exchange rate affect prices, output, and trade flow? • Analyze how supply and demand affects foreign currencies and exchange rates • Explain how appreciating or depreciating currency affects exchange rates • Explain how the balance of trade (surplus or deficit) affects the domestic economy	https://voxeu.org/content/exchange-rates-and-inflation	559-561 566-567
Case Discussion:		**Renminbi Revaluation: Does Economy Need It?** (MAC0029IRC) (IBSCRC Case)	
Open-Economy Framework: Balance of Payments Current Account, Capital Account, Financial account. The effects of Crude oil /Gold price on Current account. Globalization and Global imbalances.	After reading this chapter, students should be able to understand: • The BoP crisis and its implications. • Why BoP should always be in balance?	**Ref Article 3:** A primer on balance-of-payments crises https://voxeu.org/content/sudden-stops-primer-balance-payments-crises	pp. 291-293 542
Case Discussion:		**Trade Deficits, Current Account Deficits, and Exchange Rates in the US: The Policy Implications** (MEBE0026) (IBSCRC Case)	
Test-3: Group Project Submission Weightage 10)			

Evaluation Timelines

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

Component	Component Number			Weightage
1. Class Participation (CP1)	1.1			**5**
2. Class Participation (CP2)	1.2			**5**
3. Test I (Objective type)	2.1			**20**
4. Test II (Descriptive type)	2.2			**20**

5. Project report	3			**10**
6. End term exam	4			**40**
	Total			**100**

Course Code: SLMM502
Course Name: Marketing Management-II

Course Objective: The objective of this course is to develop the participants' basic analytical skills, conceptual abilities and substantive knowledge in the field of marketing management. It seeks to achieve the objectives by helping the participants undergo meaningful exercises in decision making in a variety of real life marketing situations. This course builds a foundation for those participants who plan to take Marketing Elective courses in the second year. It is also designed to serve as a terminal course for those not intending to specialize in Marketing.

Learning Outcomes:

- In-depth knowledge of competitive dynamics and how to integrate marketing strategy into the overall business strategy with special reference to finance, HR, operation & Technology.
- Frameworks for analyzing customer preferences and enhancing customer intimacy through services and brand management.
- Influence of social media, social marketing and effectiveness of rural marketing to marketer.

Recommended Text Book:

- ***Marketing Management***, 15th Edition, by **Kotler, Keller** Pearson Publication

Reference Books:

- ***Marketing Management: A South Asian Perspective***, 14th Edition, by **Kotler, Keller, Koshy and Jha**. Pearson Publication
- ***Marketing Management***, 13th Edition by **Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque**.,Pearson Publication
- ***MKTG", -A south Asian Perspective*** by **Lamb, Hair, Sharma and McDaniel**, Cengage

Course Outline

Topic/ Area Covered	Case Details & ICMR No.	Additional Reading & Video	Detailed Syllabus	Learning Outcome*
Strategic Planning	Dell in India Targeting SMB Markets: The Differentiation Strategy (MM0023)		Chapter 2 Pp33-53	Strategic planning at different levels of organization; Components of marketing plan
	Samsung Electronics in 2005 (MM0056)		Chapter 2 -do-	-do-
Dealing with the competition	Zee Telefilms' Competitive Strategies (MKTG107)		Chapter 12 pp.363-375	Competitive strategies of Market leader, Challengers, Followers & Nichers.
	Reebok vs. Nike in India:		Chapter 12	-do-

	Reebok's Covert Marketing Strategies (MKS0120)		-do-	
Brand Management	Old Spice: Strategies to Transform its Brand Image		Chapter 11	How does branding work, Brand equity-building, measuring & managing, decisions in developing a branding strategy
Guest Lecture				
	Bajaj Auto Limited's Brand Centric Strategy (MKTG269)		Chapter 10 & 11	-do-
TEST-I				
Services Marketing	Customer Service at Ritz Carlton (MKTG310)		Chapter 14	Defining & Classifying services, New services realities, achieving excellence in services marketing, improving service quality, improving customer support services
Market Research	Marketing Research at P&G (MKTG075)		Chapter 5 pp.135-153	Marketing Research System Marketing Research Process Using Research finding in marketing Strategy.
Guest Lecture				
Influence of Social Media & Online Marketing	Digital Marketing at Nike: From Communication to Dialogue (2012) (MKTG297)		Chapter-19	Online marketing communication options,social media platform, using social media, cerating word of mouth buzz
Global Marketing	Harley-Davidson: Market Entry Strategies in India (MES0074C)		Chapter 8 PP. 233-258	Factors to review before deciding to go abroad, evaluating & selecting specific foreign markets to enter, differences between marketing in a developing and a developed market, major ways of entering a foreign market
Rural Marketing	Coca Cola India's Thirst for the Rural Market (MKTG081)		ReferenceBook Kotler & Armstrong, PP.A27	Marketing Potential of rural markets in emerging economies

Social Marketing	Lifebuoy "Swasthya Chetna": Unilever's Social Marketing Campaign(2006) **(MKTG147)**		Chapter 23 pp-723	Objectives of Social Marketing, Social Marketing Planning process
BOP Marketing	Hindustan Unilever's Pureit: Making Safe Water Affordable to All (2013) (MKTG311)	The Fortune at the Bottom of the Pyramid (Article- HBR)		Marketing to neo-middle class, Marketing in Emerging Economies
Marketing Ethics	Treading on that Fine Line? (MKTG186)		ReferenceBook Kotler & Armstrong, Chapter 20	
Test 2				
Interface of Marketing with Operations	Toyota Motor Company: Losing its Quality Edge (OPER095)		Chapter 23 PP-720	Customer value & companies delivering value, lifetime value and maximization, cultivateing strong customer relationships
Interface of Marketing with Finance	Impact of Strategic Planning on profit Performance	Article HBR	Chapter 23 Pp751-756	Financial implications of Strategic planning
Interface of Marketing with HRM	GlaxoSmithKline's New Sales Force Compensation System in the US(2010) (MKTG258)		Chapter 20 PP629-641	Designing and managing a sales force, improving selling, negotiating, and relationship marketing skills
Interface of Marketing with Technology	Tesco: The Customer Relationship Management Champion (MKTG070)		Chapter 3	lifetime value and maximization, cultivateing strong customer relationships

Evaluation Timelines

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

Component	Expected slot / due date	Marks declaration by	Weightage

Test-1	Session 13	Session 16	20
Project	Session 20	Session 25	10
Test-2	Session 29	Session 32	20
Class Participation	Session 30	Session 33	10
End exam	At the end of the semester		40
	Total		100

COURSE CODE: SLOP 502

COURSE NAME: OPERATIONS MANAGEMENT

COURSE DESCRIPTION

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

TEXT BOOK

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

REFERENCE BOOKS

1. **"Operations Management",** William J. Stevenson, Tata McGraw-Hill Education, New Delhi. 2009, 11eth Edition (Special Indian Edition
2. **"Quantitative Analysis for Management"** by Barry Render, Ralph M. Stair, and Michael E. Hanna. Prentice Hall Publication, New Delhi. 2008. 9th Edition. (For Linear Programming and Transportation Problems)
3. **"Production and Operations Management"**, Everette E. Adam and Ronald J. Ebert. Prentice Hall of India. New Delhi. 2004. 5th Edition.
4. **"Operations Management Strategy & Analysis"**, Lee J. Krajweski and Larry P. Ritzman. Person Education. New Delhi. 2002. 6th Edition.

Section		CHAPTER	Remarks
Course Objectives	The study of Operations Management is fundamental to • Design and • Improvement of processes of both profit as well as non-profit organizations that create Products and Services upon which economies depend. Production Processes in		

	• Manufacturing and • Service Organizations need to both • increase revenues and • reduce costs to have a competitive advantage as well as remain relevant. This course equips students with • Qualitative and • Quantitative techniques to understand,appreciate and construct as well as optimise • Long-Range, • Medium-Range and • Short-Range plans of a business enterprise wrt Operations			

Topics	*Learning Outcomes*	*Current Cases*		*Remarks*
Introduction to Operations Management	• Overview of the content in terms of understanding the importance of operations management to an organization. • Pedagogical approach that will be adopted for the course		cChapter 1	
Supply Chain Strategy • Introduction to supply chain strategy • Measuring Supply chain performance • Supply Chain Design Strategy • Types of Supply Chain Strategies(Hua Lee's) • Service supply chains • Value density • Sourcing/purchasing-system design matrix	• The concept of value and value chains • Value creation using Supply Chain Collaboration • The conflict between Supply Chain objectives (global optima) and Firm objectives (local optima) • The Management of Demand and Supply uncertainty • Measuring Supply Chain Performance	**ZARA's Supply Chain Management Practices**	Chapter 2 and 16 (Text Book)and Chapter 15 (Reference 1)	
Operations Strategy • Vertical Integration • Formulating Business Strategy • Competitive Strategies • Order Qualifiers and Order Winners • Aligning Functional Strategies to Business Strategy • Single-Factor and Multi-Factor Productivity	• The concept of Operations as a transformation process that creates value. • The Make vs Buy decision • Relationship between Supply Chain Strategy, Business (Firm) Strategy and Functional Strategies. • Value creation using Firm (Business) Strategy • Addressing Trade-offs in evaluating Strategy Alternatives • Measuring Firm Productivity	**Operations Management at Southwest Airlines**	Chapter-2(Text Book) Chapter 2 (Reference-1)	
Transportation and Logistics • Obtaining intial feasible solution	• The difference between inbound and outbound logistics in Supply Chains • Optimising constrained Supply and		Chapter 10 **"Quantitative**	

– NWCM – LCM – VAM • Improving the feasible solution – Stepping Stone – MODI	Demand requirements (The Transportation Problem) • Iterative Computation of Transportation Costs – Obtaining a feasible solution versus obtaining the optimal solution		**Analysis for Management"** by Barry Render, Ralph M. Stair, and Michael E. Hanna. **Chapter15(Text Book)** **Supplement to chapter 8(Reference-1)**	
Facility Location • • Cost-Volume analysis • Profit Analysis • Centroid Method Factor Rating	Identifying the best location for a facility using location techniques.		Chapter 15(Text Book) Chapter 8 (Reference-1)	
Strategic Capacity Management • Defining and Measuring Capacity • Design Capacity • Effective Capacity • Efficiency • Utilisation • Developing Capacity Alternatives • Evaluating Capacity Alternatives	• Long-term Capacity Planning • Measurement of Long-term Capacity • Evaluation of Long-term Capacity Alternatives using Decision Trees and Cost-Profit-Volume Analysis	**Excel Printers**	Chapter 5 (Text Book) Chapter 5(Reference -1)	
The Production/Manufacturing Process • Product(/Service)-Process Matrix – Project – Job Shop/Functional – Batch Production – Mass Production – Continous Production	• Product(/Service)-Process Interdependence • Process Selection	**Made in India**	Chapter 7	NCP I (tentative) Till strategic Capacity managemen t
Facility Layout • Fixed-Position • Process/Functional – Load Distance Matrix • Group Technology/Cell • Assembly Lines – Line Balancing • Hybrid Layouts • Office Layouts – Closeness Ratings/Muther Grid	• Identifying types of Product/Service Layouts • Layout Selection • Designing the best Layout • Improving an existing Layout	**New Case: ICFAI LTY AOU:** **Unraveling Jumbled Flows** **through Relative Station** **Proximity**	Chapter 8(Text Book) Chapter 6 (Reference-1)	

Product Design • Objectives • New Product Development Design for Manufacturing and Assembly • Concurrent Engineering • Design for the Customer • QFD • Product Redesign Value Analysis	• New Product Design Process • Phases in Product Development Process • Product Redesign • Measuring Product Development Performance	**Main Case** **Ford Motor Company** **In India: Developing** **Ford Figo**	Chapter-3(Text Book) Chapter 4(Reference-1)	
Service Design • Nature of Services • Operational Classification of Services • High contact vs Low Contact Service System Design Matrix Service Blueprinting Fail-Safing/Mistake Proofing	• Service as a differentiator versus Pure Service • Standardisation versus Customisation of Services • Managing Variability in Service Encounters • Tradeoffs involved in Designing Service Processes • Service Process Redesign	**Case – OPER/077: BIXI: Montreal's Innovative Public Bike System**	Chapter-3(Text Book) Chapter 4(Reference -1)	
Waiting Line Management • Arrival Characteristics Waiting Line Characteristics Service Characteristics Basic Queueing System Designs M/M/1:∞ model	• Business impact of Waiting Lines (Queues) • Concept of Queues as Inventory • Tradeoff involved between Customer Waiting Time and Server Idle Time • Measures of Waiting Line Performance	**New Case – OPER/104: Waiting Line Management at Tirumala**	Chapter 10	
Process Analysis • Single Stage/Multi Stage Processes • Blocking/Buffering/Starving • Make to Stock • Make to Order • Little's Law	• System view of a Production Process • Standardized Process versus Customised Process • Improving Value-Addition • Relationship between Process Velocity and Inventory		Chapter 11(Text Book)	
Quality Management • Quality Gurus • Dimensions of Product Quality • Dimensions of Service Quality • The Costs of Quality	• Reconciling different views on the concept of Quality • The Consequences of Poor Quality • Product Quality and Service Quality • Difference between Quality Assurance and Quality Control • Empowering Teams to Continously improve Quality	**OPER/052: Six Sigma: A Tool to increase Customer**	Chapter 12(Text Book) Chapter 14 Chapter-	

• Continous Improvement and PDCA Cycle • 7QC tools • TQM • Quality Awards • ISO 9000 and 14000 • Six Sigma **Lean Management** • JIT • The Toyota Production System • Building Blocks of Lean System JIT in Services	• Benchmarking and Defect Reduction. • Lean as a philosophy • Inventory as MUDA – Low dependency on buffer storage and Low Capacity utilisation (PULL System and JIT) • KAIZEN – JIDOKA, POKA-YOKE – Production Visibility (ANDON, KANBAN) • Lean production – Mixed modeling and Repetitive manufacturing (TAKT TIME) – Level Scheduling HEIJUNKA – Small batch production/lot size ordering – Managing Supplier relationships to enable multiple deliveries – Managing increased setup/ordering costs	**Satisfaction at Bank of America**	9(reference-1)	
Intermediate Planning • • Level Strategies Chase Strategies	• Formulate Aggregate supply strategies to meet expected and fluctuating demand.		Chapter 19(Text Book)	NCP II Till Process Analysis
Material Requirements Planning • Overview of MRP • MRP Inputs • MRP Processing • MRP Outputs • Lot Sizing – Lot-for-Lot – EOQ Ordering • MRP in Services	• Difference between Forecasted Demand and Actual Orders. • Dependent Demand Inventory Management • Relationship between the Sales Order Cycle, Production Planning and Procurement Cycle		Chapter 21(Text Book)	
Inventory Management • Advantages of Inventory • Cycle Counting • ABC Classification • 2-bin systems • News vendor problem • Q-system • EOQ • EOQ with Quantity Discounts • Reorder Level/Point – Expected Demand during Lead Time – Fluctuating Demand during	• Inventory = RM+WIP+FG • Inventory Tracking and Classification systems • Techniques to determine Independent demand replenishment quantities and trigger points. – Balancing handling and ordering costs – Including Purchase costs – Determining optimal order quantities with and without price breaks – Avoiding stockout risks using reserves and	**New Case – OPER/025:** **Nordstrom's Perpetual Inventory Management System**	Chapter 20(Text Book)	

Lead Time • Q-System	safety stock			
Short-Term Scheduling • Objectives of Work Center Loading • Forward vs Backward Scheduling • Loading – Finite vs Infinite • Sequencing jobs on machines – Priority Rules for sequencing n – jobs on 1 work center ° First In First Out ° Shortest Operating Time ° Earliest Due Date ° Critical Ratio ° Slack Time Remaining • Sequencing n jobs through 2 sequential work centers – Johnson's Rule • Scheduling for Services – Staff Planning/Rostering	• Concept of Work Centers as Processors • Short-term nature of Scheduling Plans • Focus on optimising for the collective rather than individual jobs • Finite vs Infinite Loading • Forward vs Backward Loading • Different Rules for sequencing n jobs on m work centers • Workforce Scheduling		Chapter 22(Text Book)	NCP-III -Project work
Project Management • Nature of Projects • Traditional vs Project Organisation • Matrix Organization • WBS • Gantt Charts • Activity Table • Network Diagrams – CPM – Deterministic Time Estimates – ES/LS, EF/LF Times – Slack – Calculating Project Duration – PERT – Probabilistic Time Estimates – 3 time estimates – Calculating Probability of Project Completion	• Managing Scope, Schedule, Resources • Planning, Scheduling and Tracking Projects • Estimating Project Size and Effort • Charting Activity Dependencies • Incorporating uncertainty in time estimates • Balancing Time-Cost relationships		Chapter 4(Text Book)	
Prescribed Text Book:	**Operations & Supply Management**", by **Chase**, Shanker, Jacobs,			

	14th Edition, Tata McGraw-Hill company, Special Indian Edition.		
Reference Readings:	**"Operations Management"**, by William J. Stevenson,TataMcGraw-Hill Education, New Delhi, 2015, 11th Edition (Special Indian Edition) "		
	"Quantitative Analysis for Management" by Barry Render and Ralph M Stair. Prentice Hall. (FOR LP and Transportation Problems)		
	"Production and Operations Management", Everette E Adam and Ronald J Ebert. Prentice Hall of India. New Delhi.2004. 5th Edition		
	"Operations Management Strategy & Analysis", Lee J Krajweski and Larry P Ritzman.Person Education.Delhi.2002. 6th Edition		

EVALUATION

The students will be evaluated continuously on the basis of the following components **across all the sessions.**

Sl. No.	Components	Weightage
1	Class Participation - 1	10%
2	NCP – I (MCQs)	20%
3	NCP-II (Subjective Questions)	20%
4	NCP-III (Project)	10%
5	End-Term Exam	40%

Course Code: FLIP500

Summer Internship Program

Course Description and Objectives

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

Semester: III

Course Code: SLGM601

Course Name: Business Process Integration

Course Objective:

- Concepts related to ERP would be made clear to the students
- To assist in understanding how the various steps involved in the planning process is mapped and integrated in the software
- To impart working skills to the students in ERP environment through a case study method and lab exercises

Learning Outcomes:

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

- Acquire user level skill in an Enterprise Resource Planning software environment.
- Understand and appreciate the steps involved in adopting appropriate ERP and to know how to implement ERP in an Organisation

Recommended Text Book:

- SAP University Alliances Handbook (Reading Materials: Intro to SAP, navigation and intro to GBI)

Suggested books:

- Magal and Word. 2009
- Alexis Leon. 2006.
- Daniel C Wood. 2007. Paul Greenberg

Course Outline

Topic / Area Covered	Key Concepts	Learning Outcomes	Case details	Chapter Reading

Process view of Organisation and ERP, SCM, CRAM				
rocess View of)rganization and nterprise Resource lanning (ERP), Supply hain Management SCM) and Customer elationship Management (CRM): ıtroduction to business rocess. Functional view nd process view of rganization. leed for Business rocess Reengineering 3PR). ıtroduction to ERP, RM and SCM.)perational advantages nd problems of ERP nplementation. CRM ıodules. usiness value of SCM ystems. Integration of CM and CRM with ther enterprise pplications.	ERP Implementation at BPCL (ITSY/005) -	To know about ERP, SCM, CRM and their relation	ICMR Case - Author: K.Subhadra, Year 2002.	Chapter 1 in the book by Magal and Word. 2009 Part I, II, and V in the book by Alexis Leon. 2006. Part I in the book by Daniel C Wood. 2007. Part I and Part II in the book by Paul Greenberg
ERP (SAP) GLOBAL BYKE INC				
AP ERP (Global Bike ıc):)verview of SAP (ERP 'endor), Introduction to ilobal Bike Inc. (GBI).)verview of SAP Modules: sales & istribution (SD), ıaterials management MM), production lanning (PP), financial ccounting (FI),	Case: Intro to Global Bike Incorporation (GBI).	To gain familiarity with : (1) Organization structure of GBI 2. Business processes 3. Subsidiaries, functionalities and locations Various modules on SAP which helps in integration of the functionalities within GBI	SAP Labs Case: Intro to Global Bike Incorporation (GBI).	SAP University Alliances Handbook (Reading Materials: Intro to SAP, navigation and intro to GBI)

nanagerial accounting CO) and human capital nanagement (HCM).				
lavigation in SAP ERP /w: Login Details. etting up passwords. AP EASY Access, oolbar, SAP Menu, avourites Menu, ransaction Codes, SAP elp, SAP Library.	Assigning Logins and Password in the class. Explaining the procedures of Logging in. Familiarizing with SAP Screens and Menus	To understand the : (1) Login Process (2)Navigation through the various options available		SAP University Alliances Handbook (Reading Materials: Intro to SAP, navigation and intro to GBI)
	SALES AND DISTRIBUTION			
ales and Distribution SD) Module:)verview of SD Module Theory]	Discussion about Sales and Distribution Process w.r.t. GBI.	(1) Gain Understanding of Sales and Distribution Module (2)Completion of exercises related to Sales Process, Customer Inquiry		SAP University Alliances Handbook (Reading Materials : SD Module) SAP SD (covers SAP ECC 6.0) – Black Book
D Lab Session 1 & 2: ales Order Process – ycle 1 Order Entry to Receipt f Payment].	SD Exercises 1-8			SAP University Alliances Handbook (SD Module Exercises)
D Lab Session 3 - 6: ales Order Process – ycle 2 New Customer (Master ata) - Customer Inquiry Receipt of Payment].	SD Case Study Exercises : Integrated Sales and Distribution Process			SAP University Alliances Handbook (SD Module Case Study Exercises)
Materials Management MM) Module:)verview of MM Module [Theory]	Discussion about Materials Management Process w.r.t. GBI.	(1) Gain Understanding of the Materials Management Process, Purchase Order (2)Completion of		SAP University Alliances Handbook (Reading Materials : MM Module) SAP MM (covers SAP ECC 6.0) –

		exercises related to Purchase Order, Order Entry		Black Book
⁄IM Lab Session 1 & 2: urchase Order Process Cycle 1 [Order Entry – ,ccounts Payable	MM Exercises 1-5			SAP University Alliances Handbook (MM Module Exercise)
⁄IM Lab Session 3 - 6: urchase Order Process Cycle 2 [New Vendor & lew Trading Goods Master Data) - Order ntry – Review G/L ,ccounts].	MM Case Study Exercises : Integrated Materials Management Process			SAP University Alliances Handbook (MM Module Case Study Exercises)
⁄IID TERM EXAM			**Syllabus topics covered till 17th session**	
roduction Planning PP) Module:)verview of PP module Theory].	Discussion about production planning and execution process w.r.t. GBI.	(1) Gain understanding of Bill of Material and the Routing process (2)Completion of exercises related to Production Planning		SAP University Alliances Handbook (Reading Materials : PP Module)
P Lab Session 1 & 2: roduction Planning rocess – Cycle 1)isplay Stock – Display Vork Center]	PP Exercises 1-6			SAP University Alliances Handbook (PP Module Exercises)
P Lab Session 3 - 5: roduction Planning rocess – Cycle 2 Change Material ⁄laster – Review Stock]. ⁄lanufacturing xecution Process. Production Order – ettle Cost]	PP Case Study Exercises : Integrated Production Planning and Execution Processes			SAP University Alliances Handbook (PP Module Case Study Exercises)
)iscussion about inancial accounting rocess w.r.t. GBI.	(1) Gain understanding of Financial Accounting Module (2) Completion of exercise related to-			SAP University Alliances Handbook (Reading Materials : FI Module) SAP FICO

	Financial Accounting, Chart of Accounts, Display Options related to G/L Account Document, Financial Accounting Documents			(covers SAP ECC 6.0) – Black Book
l Lab Session 1: inancial Accounting rocess – [Display Chart f Account – Display hanges to Financial ccounting Documents].	FI Exercises 1- 9			SAP University Alliances Handbook (FI Module Exercises)
Managerial Accounting CO) Module:)verview of CO Module. Theory].	Discussion about managerial accounting process w.r.t. GBI.	(1) Gain Understanding of Managerial Accounting Module. (2)Completion of exercises related to: Managerial A/C Process, Cost Center, Standard Hierarchy		SAP University Alliances Handbook (Reading Materials : CO Module) SAP FICO (covers SAP ECC 6.0) – Black Book
O Lab Session 1: Managerial Accounting rocess. [Review Cost enter – Display ndividual Line Items]	CO Exercises 1- 4			SAP University Alliances Handbook (CO Module Exercises)
luman Capital Management (HCM) Module:)verview of HCM nodule [Theory].	Discussion about Human Capital Management process w.r.t. GBI.	(1) Gain Understanding of Human Capital Management Module (2)Completion of exercises related to: Organization structure, Personnel Master Record, Organization Plan		
luman Capital Management Process – ycle 1 [Model)rganizational Structure	HCM Exercises 1- 6			SAP University Alliances Handbook (HCM Module Exercises)

Display Personal Master Record].				
luman Capital Management Process – ycle 2 [Create Positions Display Changes].	HCM Case Study Exercises : Human Capital Management Processes			SAP University Alliances Handbook (HCM Module Case Study Exercises)
tep No. 1. WM Warehouse Management) VM Exercise: Cycle 1 . Display Storage bin . Run Bin Status report tep No. WM Case tudy: Cycle 2 Vare house Management Case Study . Create Purchase)rder . Display Material ıventory . Display Material ıventory Value . Receive goods . Display Material ıventory . Display Material ıventory value . Run Bin Status Report . Create Transfer Order . Confirm Transfer)rder 0. Run Bin Status eport				
Varehouse Management Case Study . Display Material ıventory . Create Stock Transfer)rder . Display Material				

ıventory . Display Material ıventory value . Create Goods Issue . Display Material ıventory . Display Material ıventory value . Create Goods receipt . Display Material ıventory 0. Display Material ıventory Value 1. Run Bin Status eport 2. Create Transfer)rder 3. Confirm Transfer)rder 4. Run Bin status report				
Varehouse Management Case Study I . Create Sales Order . Display Material ıventory . Create Outbound elivery. . Display Material ıventory . Pick Material with ransfer Order. . Run bin status report . Display Material ıventory value . Ship Material . Display Material ıventory 0. Display Material ıventory value				
Varehouse				

Management Case Study / . Create and Activate a hysical inventory ocument . Display physical ıventory document . Display bin status eport . Enter Count result . Start Recount . Enter Recount . Display Bin Status eport . Create difference in ne warehouse ıanagement . Display Bin Status eport 0. Display warehouse ıventory value 1. Clear the difference ı inventory Management 2. Display warehouse ıventory value				
Module 8: Project Management (PS) tep No. PS Exercise : ycle 1 . Display Project . Display WBS-Elements . Display Activities . Display Milestones . Information system tructure . Display Costs . Display Actual Costs.				
tep No PS Case Study: ycle2 roject Management				

. Create Project . Change Project . Create Relationship . Assign Milestones . Release of Project . Report using cost lement report . Analyse Project tructure . Further Scheduling of roject . Post Activity onformation 0. Create Single onfirmation 1. Display Actual cost eporting 2. Create Creditor nvoice 3. Display costs				
AM (Enterprise Asset Management) Step No. EAM Exercise: ycle 1 nterprise sset Management . Display equipment . Display functional ocation tep No. EAM Case tudy: Cycle 2 . Create Malfunction eport . Open Maintenance rder from malfunction eport . Release Order and isplay document . Confirm Order . Analyse financial costs nd Technical ompletion . Account for Order				

. Analyse Cost and inish Order . Display Order History.				

Evaluation:

Component	Component Number			Weightage
Class Participation	1			10
Class Participation	2			10
Class Participation	3			10
Test-1	1			10
Test-2	2			10
Test-3	3			10
End exam	At the end of the semester			40
	Total			**100**

Course Code: SLGM611

Course Name: Business Strategy

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

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

Text Book:

- Strategic Management, 12e, Hitt, Ireland, Hoskinson & Manikutty, Cengage Learning.

Suggested reference books:

1. Exploring corporate strategy: Text and cases, – Johnson, G., Scholes, K., & Whittington, R., Pearson Education.
2. Crafting & Executing Strategy: The Quest for Competitive Advantage - Concepts and Cases,19e, Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. McGraw-Hill Education.

3. Concepts in Strategic Management & Business Policy, 13e, Thomas L Wheelen & David Hunger J, Pearson publication.
4. Strategic Management, 3e, Dess, Lumpkin & Eisner, Tata McGraw Hill
5. Strategic Management and Competitive Advantage, 5e, Jay B Barney & William S. Hesterly, Pearson.
6. Competing for the Future,1e: CK Prahalad & Gary Hamel, Free Press.
7. The Fortune at the Bottom of the Pyramid , 1e - Prahalad, C. K. Pearson Education, India.
8. Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant , 1e - Kim, W. C., & Mauborgne, R. Harvard Business Review Press.
9. Business model generation: a handbook for visionaries, game changers, and challengers, 1e - Osterwalder, A., & Pigneur, Y., John Wiley & Sons.
10. Cases in Environment of Business, 1e, David W Conklin, Sage Publishing.

Teaching and Evaluation Plan:

Session-wise agenda	Learning Outcomes	Reading
Class discussion: **Topic:** Strategic Management & Process: Strategy and strategic management process – vision, mission, objectives, choices, & implementation; Competitive advantage (CA) & different measurements; Strategic drift; Emergent versus intended strategies; & Logical incrementalism.	Understanding the relevance of strategic management to CA & Logical incrementalism for considering emergent strategies.	Text Book Chapter: 1 1 HBR Article 1 HBR Case 1 Video
Article-1: Strategic Management for Competitive Advantage (80404-PDF-ENG) **Video-1:** The Art of War (by Sun Tzu) **Case-1:** Apple's Future: Apple Watch, Apple TV, and/or Apple Car? (716401-PDF-ENG)		
Class discussion: **Topic:** Evaluating External Environment: The structure-conduct-performance model The macro environment – PESTEL & Porter's National Diamond; Sources of competition – Five Forces Framework; Industry structure and opportunities.	Understanding firm's performance model; role of external environment; the degree of threat on performance; & industry structure as source of opportunities.	Text Book Chapter: 2 2 HBR Articles 1 HBR Case
Article-2: The Competitive advantage of Nations (90211-PDF-ENG) **Article-3:** The Five competitive forces that shape strategy (R0801E-PDF-ENG) **Case-2:** Sandlands Vineyards (718438-PDF-ENG)		

Session –11: Assignment Test-1, Syllabus- Modules-1&2, (Text Book Chs-1&2)		
Class Discussion **Topic:** Evaluating Internal Capabilities: The Resource Based View of firm; VRIO framework & application; Managing strategic capability – The Value Chain Analysis; Imitation and competitive dynamics.	Understanding the role of resources & capabilities in developing CA; using value chain to identify critical resources and capabilities; Managing & delivering value.	Text Book Chapter: 3 1 HBR Article
Article-4: Competing on Resources (R0807N-PDF-ENG) **Case-3:** Tesla Motors (714413-PDF-ENG)		1 HBR Case
Class Discussion **Topic:** Business Level Strategies: SBUs & Competitive Advantage (CA) – The Strategy Clock model; Sustaining CA –The Generic Strategies; Cost Leadership (CL) – sources, value, competitive advantage & organize to implement; Product Differentiation (PD) – value, competitive advantage & organize to implement; the stuck-in –the-middle possibility.	Identifying and sustaining SBU's position and developing competitive advantage through cost leadership or differentiation and to avoid the possibility of lock-in situations.	Text Book Chapters: 4 & 5 1 HBR Article
Article-5: The Great Repeatable Business Model (R1111G-PDF-ENG) **Case-4:** Apollo Hospitals--First-World Health Care at Emerging-Market Prices (706440-PDF-ENG)		1 HBR Case
Class Discussion **Topic:** Corporate level Strategies: ○ Vertical Integration-value, competitive advantage & implementation; ○ Diversification- types, value, competitive advantage & implementation; ○ Strategic Alliances – value, threats, competitive advantage & implementation; ○ Mergers & Acquisitions – value, returns, competitive advantage & implementation; ○ International Strategies – value, access to customers/factors, developing core competencies, risks, & implementation.	Understand different strategic options at corporate level; relevance of capabilities to vertical integration; Diversification to exploit economies of scope; creating value through strategic alliances; M&A to achieve competitive advantage; Gaining access to markets, factors and managing risks	Text Book Chapters: 6, 7, 9, 10 &11. 1 HBR Article 1 HBR Case
Article-6: When to Ally and When to Acquire (R0407H-PDF-ENG) **Case-5:** $19B 4 txt app WhatsApp...omg! (715441-PDF-ENG)		
Assignment Test-2, Syllabus-Modules-3,4&5 (Text Book Chs-3,4,5,6,7,9,10 & 11)		
Class Discussion **Topic:** Implementing corporate strategies: Organizational structure – types, restructuring & turnaround management; The Board Of Directors – Agency conflicts & compensation decisions; Allocation of Resources – BCG matrix	Understanding the restructuring imperative for turnaround decisions; Resource allocation to strategic priorities; and the Board Dynamics.	Text Book Chapter: 8 1 HBR Article
Article-7: How to Implement a New Strategy Without Disrupting Your Organization (R0603G-PDF-ENG) **Case -6:** GEs Growth Strategy The Immelt Initiative		1 HBR Case
Class discussion **Topic:** Evaluation of Strategy: Balanced scorecard (BSC) as a Strategic tool for tracking strategy implementation.	Understanding the need for evaluation and BSC as an integrated tool for evaluation	1 HBR Case
Article-8: Using Balanced scorecard as a Strategic management system (R0707M-PDF-		1 HBR

ENG) **Case-7:** Infosys' Relationship Scorecard - Measuring Transformational Partnerships (109006-PDF-ENG)		Article
Class discussion **Topic:** Contemporary Strategic Practices: ○ CSR and Strategy – Aligning with society to develop competitive advantage. **Article-9:** Strategy and Society - the link between CSR and Competitive advantage (R0612D-PDF-ENG)	Understanding the unconventional strategic practices by some innovative firms in terms of using CSR for competitive advantage; targeting and reaching the largest markets for profitability; redefining the business model for sustainability; finding profitable niches within hypercompetitive markets; and understanding the necessity of serving the emerging markets by understanding the dynamics and developing capabilities.	5 HBR Articles 1 HBR Case
○ Targeting the Bottom Of Pyramid – aiming largest markets for sustainability. **Article-10:** Serving the World's poor, profitably (R0209C-PDF-ENG) **Case-8:** Hindustan Unilever's 'Pure It' Water Purifier (511067-PDF-ENG)		
○ Business Model innovation – experimenting with Business Models for competitive advantage **Article-11:** Reinventing your Business model (R0812C-PDF-ENG) **Case-9:** Xiaomi: A Winning Formula? (716404-PDF-ENG)		
○ Blue Ocean Strategy – finding blue oceans for profitability **Article-12:** Blue Ocean Strategy (R0410D-PDF-ENG)		
○ Understanding Emerging Markets – to gain competitive advantage. **Article-13:** Emerging Giants- Building World-Class Companies in Developing Countries (R0610C-PDF-ENG)		
Assignment Test-3, Syllabus-Modules-6,7&8 (T B Ch-8 + HBR articles-7 to13)		
Course revision and inputs for end term examination		

Semester: IV

Course Code: SLGM602

Course Name: Business Ethics & Corporate Governance (BECG)

Course Description:

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

Course Objectives:

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

Learning Outcomes:

1. Demonstrate a holistic view of different aspects of Business Ethics and Corporate Governance

2. Develop various corporate responsibilities and practices in their professional life.
3. Discuss the contemporary developments in the business ethics and corporate governance
4. Develop critical thinking skills via the application of concepts and theories to business cases.

Recommended Text Book:

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

Reference books:

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

Course Outline:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
TB: Introduction:____Personal, professional & business ethics	Relevance of ethics at three personal, professional and business level	Introductory Lecture	1 & 2
Introduction Need & significance of Business Ethics	Discuss the significance of Business ethics	**HBR Article-1:** How (Un) ethical Are You?	
Introduction Concepts of business ethic	Describing the framework of business ethics	**HBR Article-2:**Ethical Frameworks for Management	
Introduction Summary of various theories	Discuss the philosophies of business ethics	**Case-1 discussion:** Differences at work: Jenny (A) & (B)	
Ethical issues & Challenges: Ethical issues regarding different aspects of business	The executive functions: morality & ethical challenges		**3-7**
Environmental Ethics & Marketing Ethics	Role of corporations in environmental management and defining marketing ethics	**HBR Article-3:** What's a Business For?	
Ethical issues in HRM	Role of HRM in creating an ethical organization	**HBR Article-4:** Ethics in Practice	
Ethical issues in Financial management	Constraints to ethical practices in financial services	**Case-2 discussion:** Firing a hero	
Corporate social responsibility: Why CSR;	Logic and scope for CSR in business; The Indian perspectives		**8 & 9**
The external standards; investor's rights & protection.	Ethical governance	**Article-5:** What Aristotle Can Teach Firms About CSR	
CSR and ethics	Social responsibility of the business	**Article-6:** Is Business Bluffing Ethical?	
CSR as business strategy for sustainable development	Learning the significance of CSR in business strategy	**Case-3 discussion:** Can an 'Ethical' Bank Support Guns and Fracking	
Ethical Dilemmas	Discuss the ethical dilemmas		**10 & 12**

Sources of ethical problems	Describe the ethical problems	**Video-1 discussion:**6mn clipping from 'Corporate'	
Test 1	**Sessions 1-14 Chapters covered 1,2,3,7,8,9,10 &12**		
Models of Business Conduct	Discussion on the Models of Business Conduct	**Article-7:** Can a Corporation Have a Conscience?	
Globalization and business ethics	Describing the Globalization and business ethics	**Case-4 discussion:** An Intern's Dilemma	
Ethical Decision Making	Applying moral philosophies to ethical decision making		**11**
Ethical models	Discussion on ethical models	**HBR Article-8:** Note on Human Behaviour - Situation Vs Character	
Kohlberg's model of cognitive moral development	Discuss the model of cognitive moral development	**HBR Article-9:** A Framework for Ethical Reasoning	
A Framework of ethical decision making	Describing the Framework of ethical decision making	**Case - 5:** Jamnalal Bajaj, Mahatma Gandhi, and the Struggle for Indian Independence	
Corporate governance		Discussion on the emergence of Corporate governance	**13,14,15**
Theory and practice of corporate governance	Theoretical bases of corporate governance	**HBR Article-10:** Mergers & Acquisitions: legal context: basic framework for Corporate Governance	
Corporate Governance Committees	Corporate governance and society Prevailing models of Corporate Governance	**HBR Article-11:** Note on Governance Systems: US, Japan & Germany	
Corporate governance committees	Discuss the recommendations of the committees	**HBR Case - 6 discussion:** Tech Mahindra and the Acquisition of Satyam Computers (A)	
Internal Mechanisms of CG	Role of the Board, Directors, & Auditors in ensuring good corporate governance		**16,17**
Corporate management structure	Describing about the corporate management structure	**HBR Article-12:** Empowering the Board	
Role of the Board, Directors, & Auditors	Discussion on Role of the Board, Directors, & Auditors	**Case-7 discussion:** Accounting Fraud at WorldCom	
Test -2	**Sessions 16-29 Chapters covered 11,13,14,15,16 &17**		
External Mechanisms	Market for Corporate Control		**18,19**

Role of government in ensuring CG; Competition & regulation	Describing the role of government in ensuring CG in Competition & regulation	**Case-8 discussion:** Boeing's Corporate Governance crisis	
Role of SEBI	Describing the role of SEBI		**21,22**
Corporate Governance in India: Issues & challenges;	The Companies Act; & regulation of capital markets	**Case-9** India 2014 – The Challenges of Governance	

Evaluation:

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

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

Course Code: SLIT502

Course Name: Management Control Systems

Course Objectives:

- To provide a broad understanding of the control process, control systems and their applications in the real life business situations
- To make the students to acquire the essential skills to design, develop and implement appropriate control systems to real life business situations

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

12. To understand and appreciate the significance of management control systems in an organization
13. To design, develop and execute appropriate control systems to accomplish the strategic objectives of the organization

Recommended Text Book:

- **Management Control Systems** by *Robert Anthony and Vijay Govindarajan*, 12th Edition, 2019, Mc Graw Hill Education (India) Private Limited

Suggested reference books:

- **Management Control Systems** by *Joseph Maciariello and Calvin Kirby,* 2nd edition, 2019, Prentice Hall.

Course Outline

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to Management Control Systems	Explain and appreciate the significance of implementing control systems in organizations. Describe various components of a management control system.	Managing Organizational Tensions (HBS 9-117-101) ATH Micro Technologies: Making the numbers (HBS: 9-108-091) Case 1-1: Nucor Corporation (A) (Text Book)	**1**
Organizational Strategies	Students will be able to explain and appreciate why management control systems are important in implementing the corporate strategies.	Cooper Industries' Corproate Strategy A (HBS: 9-391-095)	**2**
Corporate Culture and Designing of Control Systems	Students will be able to explain how management control systems influence culture and human behavior and leading towards goal congruence.	Guidant Corporation: Shaping Culture through Systems (HBS: 9-198-076)	**3**
Organization Structure and Control	The students will be able to describe and compare different types of organizational structures and identify the appropriate control systems. Students will be able to appreciate the need of identifying responsibility centers of an organization.	Appex Corporation (HBS: 9-491-082) Case 5-2: North County Auto (Text Book)	**4 - 5**
Transfer Pricing	The students will be able to appreciate the role of transfer pricing as an internal management control tool.	Case 6-2: Birch Paper Company (Text Book)	**6**

TEST-1	**Sessions 1 to 9**	*TEST-1* **Chapters - 1, 2, 3, 4, 5, 6**	
Management Control Process through Budgeting	The students will be able to explain and appreciate the role budget as a control tool.	Empire Glass Company (A) (HBS:9-109-043) Borealis (HBS: 9-102-048)	**9**
Analyzing and Reporting Financial Performance	The students will be able to explain the need of interactive control systems in an organization.	Variance Analysis and Flexible Budgeting (HBS 9-101-039) Exercises on material and labor variances	**10**
Management Compensation	The students will be able to explain the significance of rewards and compensation as management control tools.	Case 12-2: Crown Point Cabinetry (Text Book)	**12**
Management Control Systems in Service Organizations	The students will be able to explain and appreciate the need of management control systems in service organizations and its implementation.	Automation Consulting Services (HBS: 9-190-053)	**14**
Management Control Systems in Multinational Corporations	The students will be able to explain how to design management control systems in multinational corporations and describe the impact of cultural differences on management control.	Case 15-1: AB Thorsten (Text Book)	**15**
Management Control Systems in Projects	The students will be able to differentiate how projects organizations are different from manufacturing firms and explain how to design management control systems for project organizations.	Turner Construction Company: Project Management Control Systems (HBS: 9-190-128)	**16**
Enterprise Risk Management Systems	The students will be able to identify and understand different types of risks associated with an enterprise.	Enterprise Risk Management at Hydro One (HBS: 9-109-001)	
TEST-2	**Sessions 11 to 20**	*TEST-2* **Chapters – 9, 10, 12, 14, 15, 16**	
Comprehensive view of Management Control Systems	The students will be able to explain the overall aspects and significance of management control systems.	Ranjana Kumar Interview in IIMB Management Review.	

Evaluation :

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

Component	Component Number			Weightage
Class Participation	1			**15**
Class Participation	2			**15**
Test I	3			**15**
Test II	4			**15**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SLEC601

Course Name: PUBLIC POLICY

Course Objectives

The Introduction to Public Policy is a single credit course and the objectives of this course are

- To discuss how self-interested economic agents, both inside and outside government, drive public policy making and how they utilize specific ideas to influence the policy process.
- To discuss how institutions play a role in policy formulation and execution.
- To introduce the basic paradigms of Public Policy to management students in India.
- Widen the knowledge of current issues in public policy and current affairs and relate the concepts to what they observe.

Expected Learning Outcomes

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

- Understand the features of different actors, processes and stages involved in public policy formulation and execution in India.
- Understand the functioning of different institutions involved in public policy making

Recommended Text Book:

1. Mathur, Kuldeep (2012), ***Public Policy and Politics in India***, Oxford University Press, New Delhi

Additional References

1. Bhagwati, Jagdish N (1998), ***Protectionism,*** MIT Press
2. Bardhan, Pranab (1998) ***Political Economy of Development in India.*** (Expanded Edition), OUP
3. Basu, Kaushik (2003), ***Prelude to Political Economy: A Study of the Social and Political Foundations of Economics***, Oxford University Press
4. Kapur, Devesh, and Pratap Bhanu Mehta (ed.), 2005, ***Public Institutions in India: Performance and Design***, Oxford University Press, New Delhi.
5. Chaudhuri, Soma; Biju Paul Abraham and Surendra Munshi (2009), ***The Intelligent Person's Guide to Good Governance***, SAGE, New Delhi
6. Jayal, Niraja Gopal and Pratap Bhanu Mehta (ed.) 2010, ***The Oxford Companion to Politics in India***, Oxford University Press, New Delhi.

Curriculum

Topics		Lecture/Case
Ideas, Institutions and Interests: A Framework for Public Policy Analysis – 'Ideas' refer to the scholarly and theoretical discussions and empirical evidences, 'interests' refer to the gainers and losers from policy changes, and 'institutions' refer to the framework under which interest groups negotiate the ideas.	Mathur, Kuldeep (2012), chapt. 1	Lecture
Political Economy and the Role of the State – Utilitarianism and other ideas about the role of the state; Role of the state in developing countries; The evolution of the Indian state.	Mathur, Kuldeep (2012), chapt. 1	Lecture
The Institutions and Collective Decision-making – Introduction to Public Choice and other theories; Decision-making in Legislative bodies; Dilemmas of democracy	Mathur, Kuldeep (2012), chapt. 1	Lecture
Elected Representatives as Interested Participants – Principal-agent model; Historical Institutionalism; Non-functionalist delegation; Political resources	Mathur, Kuldeep (2012), chapt. 7	Lecture
Political Parties and Parliamentary Democracy – Coalition of interest groups; Median voter theory; National interest	Mathur, Kuldeep (2012), chapt. 3	Lecture
The Executive – The three levels of Indian government; Performance Management and Measurement issues, Intent and Ability	Mathur, Kuldeep (2012), chapt. 8	Lecture
Law, Economics and the State – Legislating from the Bench; Role of traditions and precedence; Judicial Activism and Policy Making	Mathur, Kuldeep (2012), chapt. 7	Lecture
The Bureaucracy – Niskanen Model; Permanent Executive vs. Temporary Executive; Bureaucratic elitism in a developing economy	Mathur, Kuldeep (2012), chapt. 9	Lecture
Service Delivery and Good governance – Minimizing delivery failures; Role of Non-Governmental Sectors;	Mathur, Kuldeep (2012), chapt. 8	Lecture

Private-Public Partnerships; SMART Governance		
Institutional Problems and Reforms – What should change and what should not? Constitutional Political Economy	Mathur, Kuldeep (2012), chapt. 6	Lecture
Administrative Reforms; Police Reforms; Regulatory Reforms	Mathur, Kuldeep (2012), chapter 10	Lecture

Evaluation pattern

Evaluation Component	Weightage(in percentage)
Class participation	10
End Term examination	90

Department-Wise List of Electives

Finance Area Electives

Course Code: SHFI630

Course Name: Financial Analytics

Introduction: Spreadsheets have become one of the most widely used analytical tools in the hands of managers, and hence this course will provide an application-oriented introduction to building excel models for solving business problems. A variety of real world managerial problems is logically modelled, solved and analysed using excel in real on job work environment. Financial models allow finance professionals to gauge the effect of important decision variables and parameters on the final outcome. Many finance books come with pre-programmed models which allow students to solve some problems and do what-if analyses. These models expose students to the power of financial models, but do not teach them how to build models that will be used by others. Most graduates end up learning these skills on the job through trial-and-error and a lot of hard work. This course is intended to fill that gap and equip students to be industry ready.

Course Objectives:

- To equip participants to appreciate and indulge in the Financial Analytics using excel.
- To provide necessary understanding of the capabilities of excel in order to solve real world finance problems.
- To implement the basic financial models learnt in corporate finance courses.
- To explores key ideas, principles, and frameworks that can add value to the financial reporting and analysis in organizations.

Learning Outcomes:

On completion of the module, students should be able to:

- Demonstrate the ability to draft, strategize and develop manageable pieces of problems in order to build financial models.
- Demonstrate an in-depth understanding of the excel tools to build well documented, fool-proof, interactive financial models.
- Demonstrate an understanding and capability to perform what-if analysis and tackle other subtler aspects of finance

Prerequisites: Students should be familiar with financial theories and concepts related to the projects. Students should have intermediate level skills in Microsoft Excel (building formulas, relative and absolute addresses, basic statistical and mathematical functions, lookup and if functions, naming ranges, charting).

Evaluation: The evaluation of the learning outcomes will be based on three components, namely, 1. Class participation, 2. Non-Class Participation (Projects) and 3. End Term examination. The class participation will be evaluated on a continuous basis to ascertain active involvement of the students in the classroom dialogues. The non-class participation is aimed at equipping the students to comprehend the intricacies of Financial modelling and come up with solutions to certain identified problems. The end term evaluation is aimed at assessing the ability of students to relate their classroom learning to theoretical concepts and coming up with a solution / strategy in certain cases. For project draft, the students will be formed into several teams of 3 students. Each team will be entrusted with a task to come up with a draft, to strategize and develop financial models and innovations using the appropriate tools and techniques. The draft should entail details pertaining to problems being addressed and also the regulatory and theoretical framework in which the modelled solution will apply.

Academic Integrity Policy: Cheating, fabrication of submitted work, plagiarism and other forms of dishonesty are viewed seriously. Any violation of this nature will invite penalty which may amount to award of zero marks resulting in repetition of course. Anonymous peer evaluation will be conducted after each project and will be an important factor in determining the course marks/grade.

Text Book: Financial Analysis with Microsoft Excel, 7th Edition, Cengage (Timothy R. Mayes and Todd M. Shank)

Reference Books:

1. Chandan Sengupta, Financial Modeling Using Excel and VBA, Latest Edition.
2. Mary Jackson and Mike Staunton, Advanced Modelling in Finance using Excel and VBA, Latest Edition.

Course Plan:

Component	NPTEL Videos Links

Course Overview - Orientation	
D01 (Demo 1) – Stock Valuation	https://www.youtube.com/watch?v=PROdGBUvbjs#action=share
P01 (Project 1) – Capital Budgeting	https://nptel.ac.in/courses/114105044/41
P02 (Project 2) – Optimal Capital Structure	https://www.youtube.com/watch?v=Z229yOq5vjA (Damodaran)
P03 (Project 3) – Portfolio Selection	https://nptel.ac.in/courses/110105035/27
P04 (Project 4) – Financial Statements' Forecasting and Valuations	https://youtu.be/Qw4HHMqX5I4
P05 (Project 5) – Options Valuation	https://www.youtube.com/watch?v=aAQFgf8XKys (Others)
P06 (Project 6) – Financial Planning	-NA-

Project Guidelines:

- Projects must be submitted before the class start time on the due date at my email (riteshdubey@ibsindia.org). Late projects will be assessed with a 25-point penalty (out of a total of 100 points).
- The project should be submitted in one Excel file named PXX-TeamYY, where XX is the project number (01, 02, etc.) and YY, is the team number (01, 02, etc.) For example, the file for Project 3 for team 7 should be named P03-Team07.
- Every project file must have a cover sheet showing the team and project numbers, names of the team members, and any other declarations.

Project Marks / Grades: Each project will be graded out of 100 points. I will evaluate the projects using the following four criteria:

- **Correctness / Accuracy (55 points):** To be considered correct, the model's logic should be implemented correctly and the spreadsheet should work as intended, i.e., should not result in errors or give wrong answers in response to user interaction. To ensure that your model is correct, do a lot of testing of the model.
- **Documentation (15 points):** To be considered well documented, there should be a description of the project for the user which should explain the purpose of the model, the various aspects of the model, how it works, how to use it, and how to interpret the results. There should also be documentation of technical aspects of the model so that someone trying to evaluate the model is able to understand how the model's logic has been implemented. The documentation can be provided in many different ways, e.g., text in cells, textboxes, cell comments, or embedded MS Word documents.
- **Layout (15 points):** To be considered a good layout, the spreadsheet should be aesthetically

pleasing, not too busy, and have a logical and easy to follow structure. Use of too many colours and fonts doesn't qualify as well laid out spreadsheet.

- **Innovation (15 points):** To be considered innovative, the model should use some extension (conceptual or software related) not presented / discussed in class.

Sl. No	Component	Weightage
1	Project – 1 (Capital Budgeting)	10%
2	Project – 2 (Optimal Capital Structure)	10 %
3	Project – 3 (Portfolio Selection)	10 %
4	Project – 4 (Financial Statements' Forecasting)	10 %
5	Project – 5 (Options Valuations)	10%
6	Project – 6 (Financial Planning)	10%
7	End Term Exam (Hands on Project / Case)	40 %
	Total	**100**

Course Code: SHFI626

Course Name: Banking and Financial Services Analytics

Course Description: Banking and Financial Services Analytics, or applications of Data Mining in banking and financial services firms, can help improve the risk management, customer understanding, risk and fraud analytics enable banks to maintain and grow to be more profitable . The importance of these measures has been implied in Basel II accord that explicitly emphasizes the need to embrace intelligent credit management methodologies in order to manage market uncertainty and minimize exposure risk. A number of financial institutions have been quick to recognize and adopt this emerging technology – and it is changing the banking landscape and giving banks and financial institutions previously untapped savings, margins and profit. The field of analytics has been empowering banks to learn from their abundant historical data, by applying data mining and predictive analytics to extract actionable intelligent insights and quantifiable predictions. Insights about these banking behaviors can be uncovered through multivariate descriptive analytics, as well as through predictive analytics..

Course Objective : The main three objectives of the course is to make student conversant with (i) Exploratory Data Analysis for Banking Risk Modelling and Customer Profiling; (ii) Credit Risk Analytics and (iii) Predictive Analysis for Banking and other financial Companies

Expected Learning Outcomes: At the end of the course the student will gain the following knowledge of:

1. How to predict bad loans and minimize risk of default
2. How to implement fraud detection and prevention and minimize operational risk
3. Developing, validating, stress-testing of PD, LGD, and EAD models for BASEL III
4. Creating business and project plans for credit risk scorecard development
5. Profiling Customers based on their past behaviours

Recommended Text Book: NA / Lecture Notes and SAS Knowledgebase

Suggested reference books:

- Business Analytics and Banking by Jovan Pehcevsk
- Credit Risk Analytics by Bart Baesens, Daniel Roach, Harald Scheule

Course Outline

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity/NPTEL Videos
Introduction to the course	Introduction to Course Structure, Student Expectation, Evaluation Criteria	Introductory lecture
Exploratory Data Analysis	One, two and multidimensional visualizations of data, Clustering , segmentation ,classification of data, regression models, Market basket analysis	Hands on and lecture and discussion
Introduction to SAS and Excel	Implementing exploratory data analysis on a dataset	Hands on
Test-1		
Credit Scoring and Probabilities of Default	the idea of credit scoring, judgmental and statistical scoring: for both retail and nonretail exposures, potential of big data for credit scoring., Hazard Models, Link functions , Profit and Logit Models	Lecture and discussion
Default Correlations and Credit Portfolio Risk	Loss Distribution: the expected loss (EL), the Credit Value at Risk (VaR,), and the expected shortfall(ES).	Lecture and discussion
Loss Given Defaults and Recovery Rates	LGDs and exposure at default (EAD).	Lecture and discussion
Model Validation	BASEL III Norms for validation	Lecture and discussion

and Stress Testing	and back testing	
Test2		
Predictive Analytics in Banking	Fraud Prediction : Logistic Regression	Lecture and discussion
Predictive Analytics in Banking	Data Mining for customer profiling based on customer Characteristics and Customer behavior	Lecture and discussion
Revision		

Expectations from Students

a. Students must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.
b. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.
c. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non-awarding of marks in that particular component
d. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

Evaluation Timelines

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

Component	Component Number			Weightage
Test 1	1			**10**
Test 2	2			**20**
CP	3			**10**
Project Report	4			**20**
End Term	5			**40**
	Total			**100**

Course Code: SLBK609
Course Name: Corporate & SME Banking

TOPIC	Area Covered	CASE	Case details	RBI Master Circulars
Introduction to Credit Management	**Lending Activity, Basic Requirements for Lending, Principles of lending, Various Credit Products**	**Note on Bank Loans**	**HBS** Case no.	
			(9-291-026)	
Principles of Credit Management	**Principles of Credit Management, Evaluation of Borrower, The 6Cs, 4Ps, Fair Practices**	**Note on acquiring Bank credit**	**HBS** Case No.	
			(9-391-010)	
Objectives of Credit Management	**Credit Allocation, Credit Evaluation, Credit Discipline Credit Monitoring.**			

Credit Policy in Banks	**Credit Policy of RBI, Need for credit policy, significance of credit policy for banks, Components of Credit Policy Credit policy, Exposure Norms, Delegation of Powers Credit Culture.**			*Monetary & Credit Policy. ***Exposure Norms@**
Credit Deployment	**Role of Bank Credit, Types of Credit Facilities, Credit Deployment for various sectors, Types of borrowers, Targets for priority sector advances**			**Lending to priority sector advances**

CORPORATE	Corporate Finance vs. Project Finance, Consortium Finance, Loan Syndication, Multiple Banking arrangement, Infrastructure-Take out financing	How to negotiate a term loan	HBS Case No.	
			(HBR- 82201)	
BANKING.				
NCP1				
	Precautions to be taken while financing the corporate Credit Proposals. Credit rating /Credit scoring charts.RBI/CIBI L caution lists			
	Analysis of Financial statements & Ratio Analysis.	Introduction to Financial Ratios and Financial statement Analysis.	HBS Case No.	
CORPORATE			(9-193-029)	

	Interpretation of financial ratios.	The case of the unidentified Health care companies-2010	HBS Case No.	
BANKING contd.			(9-611-043)	
	Evaluation of term loan proposals	Assessing a company's Future Financial Health	HBS Case No.	
			(9-911-412)	
	Evaluation of working capital proposals	Advanced Medical Technology corporation	HBS Case No.	Guarantees and Co-Acceptances
	(Fund & non-fund based credit limits).		(9-287-028)	
	Export and Import Finance	Note on Internationa l Trade	HBS Case No.	
	(Fund and non-fund based credit limits)		(9-211-007)	
	SME- Definition, classification , Need for finance			
SME	Policy frame work for SMEs. Role of SIDBI			

BANKING	Sources of Finance to SMEs, & Institutional support to SMEs			
NCP-2				
SME				
BANKING contd.	Appraising an SME Proposal			Lending to Micro, Small an Medium Enterprises sector
	Assessment an SME proposal			&
	Financing against Commercial Bills			Lending to priority sector advances
	Precautions to be taken while financing the SME			
Statutory provisions	Statutory provisions / Restrictions / Guide lines issued by RBI in respect of various loans and advances			Loans and Advances – Statutory and Other Restrictions
	Guidelines on Fair practices code for lenders and			
Documentation	The need and importance of documentation. Provisions of Contract act, Banker's books of evidence act, Stamp act, Limitation act relevant to documentation.			
	Preventive measures:			
	Post sanction follow up, Ensuring end use, Credit Audit – Loan Review Identifying Problem Loans, Dealing with willful defaults			
Credit Monitoring	Remedial Measures:			
Follow-up and Recovery	Periodical Review and renewal of credit limits, Obtention of AODs / Letter of Revivals. Rephasement and Restructuring,			

	Compromise settlement, OTS, Settlement of Debts through Lok Adalats,		
	Legal Measures		Willful Defaulters
	Filing of Suit, Obtention of Decree and Enforcement of Decree.		
	Filing a petition before DRT. Enforcement of security interest		
NCP3			
Income recognition and Asset classification	**Norms for recognizing income on different types of loans and advances. provision to be made for various performing and non-performing assets**		Prudential norms on IR&AC and Provisioning pertaining to advances
Securitization and Asset reconstruction	**SARFAESI Act- Important provisions**		
Nursing & Rehabilitation of Sick Units	**Need and rehabilitation of sick units especially the SME units, The role of SIDBI**		
Credit Risk Management	**What is credit risk? How it can be managed? The role of various recovery measures, securitization, credit derivatives to manage the credit risk.**		

Course Code: SLIB602
Course Name: Global Capital Markets

Course Objectives	The course is designed to.....
5)	Giving a perspective to the students on the evolution of capital markets in different parts of the world and the subsequent integration happened through globalization
6)	Discuss the asset based segmentation as well as geographical segmentation of capital markets
7)	Provide an overview of financial innovations in the capital markets as well as covers some of the major crises and the response of the regulators as well as the governments
8)	Provide an overview about alternative investing strategies

Learning Outcomes	**At the end of the programme the student shall be able to .....**
5)	Understand the evolution and classification of global capital markets (Equity, Debt, Commodity, etc...).
6)	Assess the role & features of instruments, issuers, investors, intermediaries and regulators in the development of capital markets
7)	Comprehend the Implications of financial engineering or innovation on capital markets
8)	Comprehend the affects of crisis on capital markets & role of regulators and government in times of crisis
9)	Understand few of the alternate investment strategies and their role in global investments

Recommended Text Book	Edition	Author	Publisher
Capital Markets: Institutions and Instruments (FM)	4th Edition	Fabozzi, F. J. & Modigliani, F	Prentice Hall India, New Delhi
Suggested Readings			
1. Capital Markets	1st Edition	Liaw, K. T.	Thomson South Western
2. Global Banking	2nd Edition	Smith, R.C. & Walter	Oxford University Press
3. Global Capital Markets: Integration, Crisis and Growth	1st Edition	Obstfeld, M. & Taylor, A.M	Cambridge Univers Press

Topic	**Key Concepts**	**Session Learning Outcomes**	**Chapter Reading**	**Articles (A)/Cases (C)/ Reports (R)/Technical Notes (T)**	**Digital/ Software Tools**	**Swayam/NPTEL/ YouTube Video Links**
Overview of Market Participants and Financial Innovation	Issuers, investors, instruments, and intermediaries– overview of ALM for financial institutions – regulation	(1) Financial Assets and its properties (2) Origin of the global financial system (3) Role of intermediaries (4) Role of governments especially during crises	1 & 2	*International Capital Markets and Sovereign Debt: Crises Avoidance and Resolution (9-707-018)* **(C)** *The Global Capital Market: Supply,*	Berkshire Hathaway for getting perspective of global investments (http://www.berkshirehathaway.com/)	Introduction to the Global Financial Markets - Gaurav Kashyap https://www.youtube.com/watch?v=y8OAu9agIHs On the Role of Financial

	of financial markets – financial innovation	(5) Classification of financial markets (6) Financial Innovation: causes and constraints		*Demand, Pricing and Allocation – Chapter 4 -The formation of the Global Capital Markets – McKinsey Global Institute* ***(R)***		Innovation and Finance Science in Global Economic Growth and Development https://www.youtube.com/watch?v=XPH0bwOZOo8
The structure of Global Capital Markets:	Different segments of Global capital markets – product based classification and geographical classification	(1) Role of Depository Institutions (2) ALM problems for financial institutions (3) Insurance companies business model (4) Insurance companies structure and Investments (5) Pension Funds, Hedge Funds, Exchange Traded Funds and other AMCs Business Model (6)Investment banking Business Model (7) Primary Secondary Markets functioning (8) The role of regulators	3,4, 5,6 & 7	*Exchange traded funds at Vanguard - A (9-311-134)* ***(C)*** *Introduction to Islamic Finance (9-200-002)* ***(C)*** *The Major Global Stock exchanges (9 – 902 – 169)* ***(C)*** *The Capital Markets Industry the times they are a-changin' – Oliver Wyman* ***(R)***		https://www.youtube.com/watch?v=hoh1IhRjlGg Easy Index Fund Investing [5 Vanguard Index Fund Portfolio] https://www.youtube.com/watch?v=Gi5frE3Jq4c How Islamic Finance Works
NCP 1						
Equity Markets	Leading stock exchanges – Trading mechanics – Regulation of equity	(1) Equity Markets and types (2) The major players in the equity	13 &14	*Trends in the Global Capital Markets Industry: Sell-Side Firms (R)*	Virtual Stock exchange (Market Watch) for simulating	Role of DMM https://www.youtube.com/watch?v=pZpJgW0VnfA Wall Street

	markets – Stock Market indicator series – International diversification – Equity derivative products	Markets (3) Major Indices and construction (4) Trading Mechanism, Order Types and Transaction Costs (5) Innovative equity instruments (6) market structure and Price Discovery		*Global Investment Outlook 2018- Blackrock*	trading in US Markets Berkshire Hathaway for getting perspective of global investments (http://www.berkshirehathaway.com/)	trader's NYSE tour https://www.youtube.com/watch?v=ns7kfl_apwk
Alternative Inventing:	Readings	(1) Alternate Investments and traditional Investments (2) Market for Alternate Investments (3) Alternate Investments Strategies (4) Relevance of Alternate Investments and Risks Involved.		*Alternative Investments 2020 An Introduction to Alternative Investments – World Economic Forum* ***(R)*** *Alternate Investments – CFA Institute* ***(R)***	Berkshire Hathaway for getting perspective of global investments (http://www.berkshirehathaway.com/)	Alternative Investment Funds – The Next Frontier@ 6th Indian Alternative Investments Summit https://www.youtube.com/watch?v=vAcGZ0oLmAw All About Alternative Investment Funds: Feroze Azeez **https://www.youtube.com/watch?v=reVp8ak6Bps** Hedge Fund Trader Ray Dalio Best Trading Techniques **https://www.youtube.com/watch?v=2jKEFe0fPbI**

Debt Markets-1	Money Markets, Treasury and Agency securities market, , Corporate bond market, Municipal bond market , International Bond Market	(1) Money market Instruments (2) Relevance of Credit Ratings (3) Primary markets and secondary Trading of money market instruments (4) short term funding alternatives for corporate (5) terms of loan Agreements (6) Liquidation Process and Creditors rights (7) Financial Innovation in bond Markets (8)International Bond Markets (9) Comparison of Yields in different Bond Markets (1) Primary and s Secondary Market for Municipal Securities	20,21, 22,23, 24, ,29	*The US Government Debt Market and the Structure of Interest Rates (9-285-186)* ***(C)*** *Salomon and Treasury Securities Auction(9-292-114)* ***(C)***	Berkshire Hathaway for getting perspectiv e of global investmen ts (http://ww w.berkshir ehathaway .com/)	https://www.youtube.com/watch?v=RevtGXKeXVc Global bond markets flash warning https://www.youtube.com/watch?v=fKeVlyhKwFE The Biggest Risks Facing Bond Markets https://www.youtube.com/watch?v=dTqo6_4Dr-M Treasury Bond Maven Robert Kessler Warns of Recession Ahead & Where to Take Shelter
Debt Markets-1I:	Money Markets, Treasury and Agency securities market, , Corporate bond market, Municipal bond market	(1) Securitization (2) market for Mortgage Backed securities Market and	25,26, 27,28	*Savings and Loans and the Mortgage Market (9 – 297-090)* ***(T)*** *Lehman Brothers and the securitization*		International Bond Market https://www.youtube.com/watch?v=54dgCMt8S5E

	, International Bond Market.. Mortgage Market, Asset Based Securities Market.	Functioning (3) Asset Backed Securities Market Instruments and Functioning (4) Commercial Mortgage backed securities Instruments and Functioning		*of American express Charge Card Receivables (9 – 293- 121)* ***(C)*** *A Note on the Pricing of Mortgage Backed Securities (0-287-060)* ***(T)***		
Global Market Crises:	Sub-prime crisis, Currency Crises Crisis	Reasons for major global crises in equity, Currency and Mortgage Markets (2) How to deal with the crises? (3) Effect of crises on global markets and economies (4) Lessons for prevention of crises	Readings	*The Role of Capital Market Intermediaries in the dot-com crash of 2000 (9-101-110)* ***(C)*** *U.S. Subprime Mortgage Crisis: Policy Reactions (A) - (9-708-036)* ***(C)***		https://www.youtube.com/watch?v=VQzEWeGJLP0 Global Financial Meltdown - One Of The Best Financial Crisis Documentary Films
NCP – 3						
NCP 3 (PROJECT EVALUATION)						
Project Work	The project is intended to make the students study the profile of various financial centres in the world. This content is not exclusively covered in the class room. Based on the geographical segmentation of financial markets, each group has to select one market. Prepare a report on the profile of financial markets in that country/geographical location. No format is specified for the report. The group can decide its own format. The report should be a comprehensive one. Plagiarism is strictly prohibited. The group has to make a presentation to the class. Marks for the project will be awarded based on a) the quality of the content in the report b) class presentation			Global Stock Exchanges and Regulators websites		The learning's 1. Understand the respective markets, the products, the intermediaries and regulators 2. Assess the depth of the market 3. Find out financial innovations in the market and the products or processes specific to the respective market 4. Issues and controversies in the

			respective market

Evaluation Pattern						
Component	Test -1	Test-2	Test-3	CP	Term End Exam	Total
Weightage (%)	15	20	15	10	40	100

Course Code: SLBK605
Course Name: Banking Management

Course Objectives	The course is designed to.....
9)	provide the students all the required inputs for understanding the Indian banking system and its management
10)	provide useful insights about various types of customers, the techniques of deposit managemen use of Cheques and other negotiable instruments, the importance of Cash management and Lendir activities of banks
11)	provide insights about Retail Banking, Corporate and SME Banking, Rural Banking, Microfinanc various parabanking services offered by banks and recent innovations in banking.
12)	create an awareness about non-performing assets and recovery measures adopted by banks.
13)	make the students understand the regulatory frame work – the role of the RBI and the various Ac for regulation of banks.
14)	make the students aware about risk management and Basel frame work.

Learning Outcomes	At the end of the programme the student shall be able to .....
10)	enhance his/her knowledge of banking industry and gain the required capabilities for assuming the position of a bank manager.
11)	assess credit proposals for retail and SME loans
12)	comprehend various types of risks associated in banking
13)	appreciate the importance of recovery management

Recommended Text Book	Edition	Author	Publisher
Banking Principles and Operations	7th	M.N.Gopinath	Snow white Publications Pvt Ltd,
Suggested Readings			
1. Bank Management & Financial Services	8th	Peter S Rose and S C Hudgins	McGraw Hill Education (India) Pvt Ltd
2. Commercial Bank Management by	1st	Kanhaiya Singh & Vinay Dutta	McGraw Hill Education (India) Pvt Ltd

Detailed Course Curriculum						
Topic	**Key Concepts**	**Session Learning Outcomes**	**Chapter Reading**	**Case Details**	**Digital/ Software Tools**	**Swayam/NPTEL/YouTube Video Links**
Banking System in India .	Origin, nature and structure of Indian banking Types of Banks and their functions, Scheduled banks, Commercial banks, Public &private sector banks (Old and new generation banks), Co-operative Banks, RRBs, Local area banks, NBFCs, Payment banks, Small banks RBI-The Central Bank- Role and	• Describe the overview of banking system in India • Explain the functioning of different types of banking groups • Explain the role of Reserve Bank of India .	Chapter-2		rbi.org.in (Evolution of banking in India)	Swayam Videos Lecture: https://swayam.gov.in/courses/4992-fundamentals-of-banking-and-insurance **Description** : 1.Fundamentals in Banking & Insurance NPTEL Video lecture https://www.youtube.com/watch?v=xmDnEeUutfk https://nptel.ac.in/courses/109104076/35 Banking institutions NPTEL Links: https://nptel.ac.in/courses/110106040/1 **Description:** 1. Banking System in India

	Functions					
Banking Activities	Retail Banking, MSME Banking Corporate banking (Wholesale Banking) Rural Banking and Micro finance Wealth management Treasury management Cash management services, Merchant banking, Leasing, Hire Purchasing Factoring, Foreiting, Venture Capital finance, International banking Bank profitability : Spread, Burden, Innovative banking Products	• Comprehend the retail banking activities in India • Explain the banking services made available to micro small and medium sized businesses/ enterprises, corporate, HNIs. • Appreciate the services and facilities offered by the banks to investors, and industrial borrowers Comprehend the nuances of international banking Explain various sources of income for banks	Chapter-2	Note on the Banking Industry –**HBS9-311-011**		NPTEL Links: https://nptel.ac.in/courses/110106040/5 Description : Functions of banks in an economy
Bank Financial Statement and Analysis	Basic structure of Bank Balance sheet Off-Balance sheet items Components of the Income Statement, bank specific	• Able to explain the Asset and liabilities items of a bank • Differentiate bank's balance sheet from that of a business firm • Differentiate bank's income statement from that of a business firm • Calculate NII,	Chapter-29	US Bank of Washington **HBS**: 292057-PDF-ENG	Excel assessment Using data from bank's website	NPTEL Links: https://nptel.ac.in/courses/110106040/58 https://nptel.ac.in/courses/110106040/58 Description : 1. Analysis of

	ratios : Efficiency and Control ratios(Cost of Funds, Yield on advances, Operating efficiency, Burden, Productivity per employee), Liquidity ratios(CD ratio, CASA ratio, Cash Deposit ratio, Credit to Assets ratio, Investment -deposit ratio) Risk Ratios(Capital Adequacy ratio, Provision coverage ratio, Gross NPA to Gross Advances ratio, Net NPA to Net Advances ratio, Loan loss reserve ratios, Leverage ratio) Profitability ratios(ROA, ROA, NIM, NII, Profit margin,	NIM, Burden, Spread, Productivity, CASA ratio, CD ratio etc. • Make performance analysis of a bank based on the financial statements				Bank statement : 2. Performance analysis

	Spread) Comparison of Bank Statements with other firms					
KYC norms and Types of Bank Customers	Know Your Customer Norms set by RBI - 4 elements of KYC(CAP, CIP, transaction monitoring , risk management) Types of bank customers - Individual, Joint, Special type of customers (minors, Illiterates, Lunatics, Drunkards, Pardanashin ladies), HUF, companies - trusts - societies - Govt. and public bodies: Contractual relationships for various types of Customers	• Explain the significance of KYC norms for opening accounts and elements of KYC • State types of bank customers and how banks enter into contractual relationships with diff. customers.	Chapter-3	Fraud at Bank of Baroda- manage risk or manage crisis: **IVEY-HBS case No. W16476**	https://www.rbi.org.in/) - KYC norms of RBI	
Managing Deposit products	Types Deposit Products offered by Banks(Demand,	• Describe the various types of deposit products • Appreciate operational formalities of	Chapter-4 Chapter-5		https://www.iba.org.in/ (Model deposit	

	Term, recurring, transaction type deposits, Hybrid deposits, tailor made deposits), Procedure to open a deposit account, Nominatio n Deposit insurance Deduction of tax at source(TD S) Operationa l instruction s - operations jointly, severally, letter of mandate, power of attorney etc. Renewal and extension, premature closure of Deposits, Unclaimed Deposits. Settlement of death claims	various deposits. • Explain significance of nomination facilities and deposit insurance • Appreciate Deduction of tax at source on interest payments • Explain closure of deposits before maturity, unclaimed deposits, death claim settlements			products and procedures - IBA)	
Pricing of Deposits	Pricing of different types of deposits Interest rates offered on different types of deposits Deposit	• Explain pricing of various deposit products • Calculate Interest rates paid on different types of deposits • Explain significance of Deposit mix	Mate rial from "Ban k Man age ment & Fina ncial		Excel assessment	

	mix, Importance of CASA deposits, Calculation of Interest on Deposits (SB, RD, FD)		Services" by Rose &Hudgins,			
Rights and Duties of a Banker	Rights of a Banker Duties of a Banker Rights and obligations of a customer	• Explain the rights and duties of a banker • Appreciate the rights and obligations of customers	Chapter-6	Banker-Customer Relationship - **ICMR** (B-OOB0010)		
Negotiable Instruments	Different types of Negotiable Instruments: Cheques, Bills of Exchange, Promissory Notes Crossing of cheques Endorsements Bouncing of cheques and its implications Duties and responsibilities of paying and collecting banker Protection available to paying and collecting banker	• Explain the provisions of the negotiable instruments act and its implications for various types of banking transactions	Chapter-7	Negotiability - **ICMR : (B-OOB0008)** Is Negotiable instruments act a boon? **ICMR –B-OOB0011**	https://indiacode.nic.in/handle/123456789/2189?view_type=browse&sam_handle=123456789/1362 Negotiable Instruments Act – (India Code – digital repository of all acts by GOI)	
Liquidity and Reserve Management	Cash management Liquidity	• Explain ALM in banks • Explain the	Chapter-22		Excel assessment	NPTEL Link: https://nptel.ac.in/courses/110106040/

	management ALM Statutory Reserves management. Concept of NDTL, CRR and SLR calculation Penalty for non-maintenance of CRR, SLR	significance and rationale behind maintenance of CRR and SLR • Explain NDTL • Compute CRR,SLR			https://www.rbi.org.in (RBI guidelines on CRR/SLR)	14 Description : ALM in banks NPTEL Video lecture https://nptel.ac.in/courses/109104076/31 RBI – CRR and SLR
Test-1						
Credit Policies	Credit products – Types of loans Credit policy of RBI Significance of credit policy, Credit Culture Exposure norms Delegation of powers Takeover of advances Loan Review Mechanism	• Explain types of credit products/ types of loans • Explain credit culture,significance of credit policy • Appreciate the relevance of RBI norms for dispensation of credit	Chapter-16	A Note on Bank Loans **-HBS** 9-291-026	https://www.rbi.org.in RBI Master Circulars on Exposure Norms	
Lending Activities	Lending Principles – Cardinal Principles of lending, 6 Cs and 4 Ps of lending, CIBIL, Credit Scoring Credit	• Explain Cardinal principles of lending, 6 Cs & 4 Ps of Lending • Appreciate the nuances of bank lending activities • Appreciate Credit appraisal, • Explain Current, Debt Equity ratio, DSCR and ICR	Chapter-17		Excel assessment	NPTEL Links: https://nptel.ac.in/courses/110106040/23 https://nptel.ac.in/courses/110106040/23 Description : 1. Lending activities 2. Credit

	Appraisal and sanction of loans Calculation of ICR/DSCR Review and follow up	• Appreciate importance of review and follow up of loans				evaluation
Pricing of Loans	Cost-plus Loan pricing method PLR, BPLR Base rate MCLR(Marginal Cost of Lending Rate) Significance of changes in policy rates Repo, Rev Repo, MSF on lending rates	• Explain how interest rate is arrived for loans • Explain PLR, BPLR, Base rate • Calculate MCLR • Appreciate how lending rates are linked to policy rates	material from "Bank Management & Financial Services" by Rose & Hudgins		Excel assessment www.rbi.org.in (RBI guidelines on BPLR, Base rate and MCLR)	
Priority Sector Lending: Rural Banking and Micro Finance	Evolution of priority sector lending in India Definitions and targets in priority sector lending. Rural Credit delivery mechanism - Commercial Banks/ RRBs/ LABs/Co-operative institutions , NABARD,	• Appreciate the concept priority sector lending in Indian banking. • Elucidate the structure and performance of rural banking/ microfinance sectors in India. • Explain roles of RRBs, NABARD and other players in rural lending . • Explain Financial inclusion, BC/BF	Chapter-18 Chapter-19		https://www.rbi.org.in (RBI circular on Priority sector credit)	NPTEL Link : https://nptel.ac.in/courses/110106040/21 Description: Priority sector lending, Rural banking, Microfinance https://nptel.ac.in/courses/110106040/22

	Microfinance, Financial inclusion-BC/BF Model, Self Help Groups					
MSME Banking	Define Micro, Small, Medium enterprises - MSME Act Nayak Committee recommendations – working capital assessment Institutional and Infrastructure support	• Define MSME • Explain the nuances of MSME lending in India • Determine working capital finance following Nayak committee recommendations	Chapter-17	.	Excel assessment https://www.rbi.org.in/) (RBI guidelines on MSME lending)	
Retail Banking	Concept of retail banking Retail banking products and services Housing loans, Education loans, auto loans, etc. EMI calculation	• Explain retail banking, retail loans, deposit and services, • Personal, Consumer, Housing loans, Educational loans, • Plastic money,	Chapter-16		Excel assessment www.iba.org.in (Model education loan by IBA)	
Corporate Banking	Concept of Corporate/ Wholesale banking Consortium Finance Multiple banking Loan Syndication	• Explain the features of corporate banking • define fund-based and non-fund based facilities • Distinction between consortium, multiple banking, Loan syndication. • Explain bill finance,	Chapter-17		https://www.rbi.org.in/ (RBI guidelines on loan consortium/Syndication)	NPTEL Link: https://nptel.ac.in/courses/110106040/21 **Description** : Business loans

	Fund based and non-Fund based facilities – BG and LC Working capital finance finance by Tandon committee method Drawing Power(DP) Bill discounting Export credit Term lending	factoring, leasing, venture capital				
Merchant banking	Definition, Linking Commercial banking and Investment banking – risks Managing public issue Regulations by SEBI	• Describe various aspects of merchant banking • Explain management of public issues	Materials will be provided	Going Public. Adventures in Capital Markets **HBS Case**		NPTEL Link : https://nptel.ac.in/courses/110106040/52 **Description** Merchant banking
Private Banking & Wealth Management	Private banking and wealth management Services offered by banks(Tax planning Investment planning, etc.)	• Define Private banking, • Explain the need for private banking/wealth management • Explain Private banking services offered by banks	Material from "Commercial Bank Management by Kanhaiya Singh & Vinay dutta			

Test-2						
Non Fund Based Services	BG and its types LC and its types Solvency certificates, Letter of Comfort LOU	• Explain types of BGs • Explain types of LCs • Explain letter of comfort • Explain LOU	Chapter-21	Bank Guarantee - Precautionary measures for banks **ICMR** B-OOB0015	www.rbi.org.in RBI guidelines on Non-fund based facilities	
Technology in Banking	Core Banking, Cash dispensers/ATMs Home banking Online/Internet banking Electronic Payment ECS(Credit), ECS(Debit), EFT, RTGS, NEFT, Cheque truncation system, MICR technology, Tele banking/ Mobile Phone banking, DSA	• Describe the new technological aspects in present day banking in India and aboard. • Explain online banking facilities • Differentiate RTGS and NEFT • Explain MICR and CTS	Chapter-10 Chapter-15		www.iibf.org.in (Impact of Technology in Banks-Bank Quest-Oct-Dec-2010)	
Innovations in Banking	Product and Service innovation Channel innovation Internal process innovation Payment Innovation Analytics	• Describe innovative products offered by banks • Explain innovative banking channels • Explain green banking • Explain usefulness of analytics in banking	Chapter-15		https://rbidocs.rbi.org.in/rdocs/PublicationReport/Pdfs/WGFR68AA1890D7334D8F8F72CC2399A27F4A.PDF RBI	

	Green banking, CRM Fintech				document on Fintech	
Para Banking Services	Remittance of funds: D.D/MT/PO Collection of Cheques and Drafts Clearing House Safe Deposit lockers and safe custody articles Banc assurance Sale of mutual funds IPO/FPO selling Leasing/Factoring Venture Capital	• Explain various types of Para banking business that aid the income of banks and provide a variety of service platforms	Chapter-10 Chapter-14		https://rbi.org.in/scripts/BS_ViewMasCirculardetails.aspx?id=9837#A Parabanking activities - RBI	
Legal aspects of Lending	Documentation Stamping of documents Execution of documents Charge creation(Lien, Assignment, Hypothecation, Pledge, Mortgage), Charge registratio	• Explain the typical aspects of bank lending that is essential to legally protect the interests of banks • Differentiate hypothecation, pledge, mortgage, assignments • Explain the significance of stamping the documents and registration of charge	Chapter-17		https://www.rbi.org.in/Scripts/NotificationUser.aspx?Id=432&Mode=0 Creation of Security interest - RBI	

	n(ROC) Limitation Act					
Recovery Management	Importance of Recovery Prudential norms of Income recognition Assets classification Standard, Substandard, Doubtful and Loss assets Repayment Culture Nursing and Rehabilitation, OTS Legal measures of Recovery CDR, SDR, Lok Adalat, DRT	• Describe the importance of recovery management • Explain the prudential norms &classify loan assets into performing and NPA • Explain Nursing & rehabilitation • Explain DRT and Lok Adalat	Chapter-17		www.iibf.org.in Innovations in Recovery Management - Bank Quest-Oct-Dec-2010 www.rbi.org.in (prudential norms)	
SARFAESI and Bankruptcy Acts	Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI), Insolvency, IBBI, Bad bank	• Explain SARFAESI Act and its significance • Explain bankruptcy law • Explain role of NCLT	Chapter-16		https://www.rbi.org.in/Scripts/BS_ViewMasCirculardetails.aspx?id=7319 SARFAESI Act-RBI	
Regulatory Frame Work	RBI Act 1934, Banking	• Explain salient features of RBI Act & B.R. Act • Appreciate	Chapter-25		https://www.rbi.org.in/CommonPerson/english/scri	**NPTEL** Video lecture https://nptel.ac.in

	Regulations Act 1949, Onsite and Off-site surveillance CAMEL rating	regulatory role of RBI • Explain supervision of Indian banks by RBI • Explain CAMELS –vs- Risk based supervision			pts/deptofbs.aspx Banking supervision-RBI	/courses/109104076/26 Topic : The RBI NPTEL Link: https://nptel.ac.in/courses/110106040/61 **Description** : Rating of banks
Basel framework & Risk management	Credit risk, market risk, operational risk, liquidity risk Basel I/II/III guidelines Regulatory capital Capital adequacy ratio	• Appreciate banking sector risks • Explain BASEL norms • Explain CAR and regulatory capital	Chapter-26	Risk management at Wellfleet bank- all that glitters is not gold **HBS:9-110-011**	www.bis.org (Basel guidelines)	**NPTEL Links :** https://nptel.ac.in/courses/110106040/11 https://nptel.ac.in/courses/110106040/45 **Description :** Basel framework and regulatory capital
Test-3 Project						
Global Banking	Global banking Services Regulations Global banking-structures Global payment and savings services Interest rate risk and hedging Exchange rates Foreign Currency risks & hedging Depository	• Define global banking • Explain Nostro, Vostro and Lore accounts • Define basket of currencies • Explain currency risk exposure • Define off-shore banking • Explain tax havens	Chapter-21	Foreign Exchange markets and transactions – **HBS case 9-205-016**		NPTEL : https://nptel.ac.in/courses/110106040/51 Description : Global banking

	receipts Off-shore banking Tax havens					
Customer Service in banks	Goiporia & Damodaran Committee recommendations, Ombudsman scheme Consumer Forums	• Explain significance of customer service in banks • Explain Goiporia & Damodaran Committee recommendations • Explain Ombudsman scheme and • Consumer Forums	Chapter-23		https://www.rbi.org.in(Ombudsman scheme – RBI)	

Course Code: SLFI616
Course Name: Commodity and Commodity Derivatives

Course Overview

This course provides an introduction to commodities as a separate asset class and the significance of strategic asset allocation and risk diversification through investment in commodities. The course discusses the importance of commodity futures market as a dominant player in the price discovery mechanism, relevance of developing well-organized commodity spot markets, regulatory framework of commodity market in India, role of commodity exchanges, pricing of commodity futures and macroeconomic determinants of commodity prices. Moreover, this course is a blend of fundamental and technical analysis of various commodities in order to understand how to maximize the return from commodity investing. At the end of this course, students would be proficient enough to design and implement commodity trading strategies using the skills taught throughout the course.

Course Learning Objectives:

- To understand the rationale of investing in commodities via cash and futures markets.
- To appreciate the role of commodity exchanges and understand the mechanism of futures market in stabilizing the spot market price through effective risk transfer and price discovery.
- To provide basic understanding about the macroeconomic determinants of commodity price and futures pricing.
- To acquire essential skills to execute fundamental and technical analysis of various commodities in order to design and implement effective trading strategies.

Recommended text books:

- Getting Started in Commodities by George Fontanills (GSC)
- Commodities and Commodity Derivatives by Helytte Geman (CCD)
- The Handbook of Commodity Investing by Fabozzi, Fuss, Kaiser (HCI)

Supplementary Reading Materials:

- Commodity Investing – Maximizing Returns through Fundamental Analysis by Dunby, Eckstein, Gaspar, Mulholland (DEGM)
- Commodities Rising – The Reality Behind the Hype and How to Really Profit in Commodities Market by Jeffrey Christian
- Hot Commodities by Jim Rogers

Expectations from the Students

Class Participation:

- It is assumed that students are aware of the concepts discussed in the previous classes.
- Students are required to carefully read the assigned readings to develop adequate insights into the issues.
- Each student will be evaluated daily on the basis of class participation and would be informed of their performance three times during the semester.
- The following are the parameters for evaluating the students.
  - Concepts, Analysis, Preparedness, Attitude, Discipline, Relevance and Communication
- Raise your hands if you wish to speak and contribute to the class what is relevant ***now***, not what was relevant fifteen minutes back.
- Quality rather than the quantity of contribution is important.
- Students are expected to listen carefully to their peers and the instructor
- Seek clarification for your doubts in the class room itself, so that others also get benefited of them.
- Coming late, using cell phones and cross talking in the class are strictly prohibited.

Class Participation Grading

- Grading would be a combination of the above points. Paying attention to the above would help a student to get 10. However, as the grading is relative in nature, it does not guarantee 10. For example, you may be good at concepts but somebody may be better than you.
- Similarly, not paying attention to the above points, especially indiscipline or wrong attitude towards your peers, would bring you closer to securing 0.

Evaluation pattern

ATURE OF COMPONENTS	CLASS PARTICIPATION			TESTS			SEMESTER END EXAM	TOTAL
omponent Name	CP1	CP2	CP3	TEST1	TEST 2	TEST 3	END TERM	
eightage (%)	10	10	10	10	10	10	40	**100**

DELIVERY SCHEDULE

Topic	Concepts Covered	Reading Material
	Course Overview & Introduction.	
Commodities and Major Classifications	What is a Commodity? Major classifications- Bullions, Metals, Energy, Weather, Plantations, Oil & oil seeds, Cereals, Fiber, Spices, Pulses and other Agricultural commodities	Chapter 1: HCI Chapter 1: GSC
Significance of Investment in Commodities	Commodities as a separate asset class, Global demand and supply pattern changes, Strategic asset allocation and risk diversification through investment in commodities.	Chapter 3: HCI
Prospects for Commodity Market Participation	Investment in physical good, Commodity stocks, Commodity managed funds, Commodity index funds, Commodity derivatives; Commodity related ETFs and Commodity linked ETFs.	Chapter 1: HCI Risk Management at Apache (9-201-113)
Physical commodity markets	Importance of commodity spot market, Recent developments in commodity spot market mechanism and Major risks involved in commodity spot transactions.	Chapter 1: CCD
Commodity Derivatives Markets	Significance of commodity derivatives, Types of commodity derivatives, Commodity futures market, Participants in futures markets, The structure of commodity futures markets in India, Regulatory Framework: Forward Market Commission (FMC),	Chapter 2: CCD Noble Group (9-210-021)

	Essential commodities Act, Forward Contract Regulation Act.	
Commodity Exchanges	Why commodity exchanges? Functions-Trading, Clearing and Settlement, Major global and Indian commodity exchanges.	Chapter 2: GSC CME Group (9-711-0
Commodity Futures	Commodity futures, Distinction between futures and forwards contracts, Understanding futures contract specifications and terminology: calendar and settlement schedule, settlement mechanism, daily mark to market settlement, Margining-Initial margin, Daily mark to Market margin, open interest limits, Final Settlement: Cash settlement or physical settlement, Warehousing.	Chapter 1: GSC Note on Commodity Futures (9-293-018) American Barrick Resources- Managing C Price Risk (9-293-128)
Price Discovery	Equilibrium relationship between spot prices and futures prices, Price discovery in futures markets, Statistical tools: Co-integration, Granger-causality and Vector Error Correction Models (VECM).	Chapter 2: CCD Metallgesellschaft AG(9-194-097)
	TEST I	
Pricing of Commodity Futures	Investment assets versus consumption assets, The cost of carry model, Theory of storage, Convenience yield, Economics of the commodity markets: Normal backwardation versus contango.	Chapter 2: HCI
Macroeconomic Determinants of Commodity Futures Returns	Commodities as an inflation hedge, Dynamic linkage of Monetary Policy and commodity returns, Commodities and exchange rates, Commodities and business cycles.	Chapter 4: HCI
Commodity Investing - Maximizing Returns through Fundamental Analysis	Understanding Energy-Crude oil, Natural Gas, Gasoline and Heating Oil. Understanding Precious Metals- Gold and Silver. Understanding Industrial Metals- Aluminium, Copper, Lead, Nickel, Tin and Zinc. Understanding Grains and Oil seeds Understanding Soft Agricultural Commodities and Plantation Products and Understanding Weather and Electricity	Chapters 7,8,11, 12 &13: CCD Chapters 31,32 & 33 HCI Chapters 4 to 19: CI Phelps Dodge(9-295 132)
	TEST II	
Technical Analysis-Statistical Analysis and Stochastic Modeling of Commodity Returns	Sources of returns, Randomness and commodity prices, Distributional characteristics of commodity prices, Mean reversion, Univariate analysis, Serial correlation, Autoregressive process, Multivariate analysis, Commodity returns and inflation, Stochastic volatility and jumps.	Chapter 9: HCI Chapter 3: CCD
Dynamics of Commodity Returns Volatility	Factors affecting commodity return volatility, Effect of volume, open interest and maturity effect on volatility, Modeling commodity returns volatility- ARCH, GARCH and Asymmetric GARCH Models.	Chapter 2: GSC Chapter 1: CCD
Commodity Investing - More on Technical Analysis	Non Econometric Methods: Charts, Price patterns, Trend Analysis, Moving Average, Oscillators, Bollinger Bands, Elliott Wave theory and Fibonacci series. Econometric Methods: AR-MA process, ARIMA based forecasting.	Chapters 6 & 7: GSC
	TEST III	
Concluding Session	Revision of the entire syllabus and doubt clearing	

Course Code: SLBK610
Course Name: Investment Banking

Course Objectives	The course is designed to
15	**To introduce investment banking their role of investment bankers in the areas of** assisting the individuals, corporations, and governments in raising financial capital by underwriting or acting as the

	client's agent in the issuance of securities (or both) and the other ancillary services provided by them
16)	To introduce different methods of valuation, discounted cash flow, relative valuation and option pricing models. To introduce firm valuation and equity valuation
17)	To introduce Blackstone Celenese simulation to the class to apply to practical situation gives on hand experience on valuation
18)	To provide the students with conceptual foundation in the realm of investment banking with in-depth discussion of regulations

Learning Outcomes	**At the end of the program the student shall be able to**
14)	Gain an understanding of the role of investment bankers in financial sector
15)	Appreciate the difference between price and value.
16)	Students will understand how valuation is to be done and different models of valuation
17)	Through simulation technique students will be gain practical exposure to apply valuation principles.
18)	Students will understand the regulations of investment banking

Recommended Text Book	Edition	Author	Publisher
An Introduction to Investment Banks, Hedge Funds, and Private Equity	2nd	David Stowell	Academic Press
Suggested Readings			
5. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance	2nd	AswathDamodaran	Wiley Publishers
6. Investment Banking Explained: An Insider's Guide to Industry	1st	Michel Fleuiret	Mc Graw Hill Education (India) Private Limited
7. Investment Banking: An odyssey of high finance	1st	Pratap G Subramanyam	TATA Mc Graw Hill Education (India) Private Limited

Topic / Area Covered	Key Concepts	Learning Outcomes	Case details	Digital / Software tools	Digital T
Introduction to Investment Banking	1.How companies rise capital	After completing this Topic, the students will be able to understand The role of investment bankers	1. Note on History of Investment Banking (9-902-168)	Excel, Videos	Google Dc to share tl course contents details of course
	2. Underwriting				Inside the meltdowr "https://w .pbs.org/v h/frontlin m/meltdo "
	3. New debt and equity				Credit cris Visualized https://w youtube.c watch?v=l Wm6_6tA
	4. Guidance to issuers regarding the issue and placement of stock.				NPTEL/Sw m Videos: "https://w .youtube.(/watch?v= 5Y3Mrsaw
Valuation Techniques	Discounted cash flow, Relative Valuation	Students will understand different models of valuation and appreciate the differences between	1.An Introduction to Cash-flow Valuation Methods (9-295-155)	Excel, Videos	Aswath Damodara Laws of Valuation "https://w .youtube.(/watch?v= _S-QgvsA'

		models and when to apply which model depending on the situation	2.Free Cash flow Valuation Models (9-288-023)		https://w youtube.c watch?v=: Q7oMiQrI
			3.Valuing Equity Cash flows (9-295-085)		https://w youtube.c watch?v=: 0dt1OZtQ
			4. Valuation in Private Equity Settings (9-297-050)		https://w youtube.c watch?v=: QpWXQ5I
Equity Financing	To introduce equity model of financing and the regulatory process	To understand IPOand FPO processes	1.Note on IPO Process (9-200-018)	Excel, Videos	NPTEL/Sw m Videos:"h //www.yc be.com/w ?time_cor ue=226&v 76hNEIjAs
					https://w youtube.c watch?v=' eTQfyZHE
TEST -1					
Private Placement	Private Equity Fundraising process	Students will understand what private equity is and when it is required to be raised.	Pharmacyclics: Financing Research and Development (9-201-056}	Excel, Videos	https://w youtube.c watch?v=- UkC1xVCC
Financing in emerging	Financing in family firms	Student will understand the costs and	Sun Brewing (A)	Excel, Videos	TED EX "https://w .youtube.(

markets		benefits of business groups as an internal capital market.			/watch?v= -HkP-2Ts"
Structure financing	To introduce hybrid financing	The will help students to understand the need of structure financing and process	Bear Stearns and the seeds of its demine	Excel, Videos	https://w youtube.c watch?v=(n4AKYr48
Mergers and Acquisitions	1.What are mergers	Students will understand when mergers should take place, what synergic effect is and how to value the target company by understanding the synergic effect of mergers.	1.Valuing a Business Acquisition Opportunity (9-289-039) *	Excel, Videos, **Blackstone Celanese finance simulation**	https://w youtube.c watch?v=: nAxwDMJ
	2.what is synergy		2.Acquisition of Consolidated Rail Corp. (A) (9-298-006)		https://w youtube.c watch?v=: FO5Vb2I
	3.Valuation of target company with synergy		3.Acquisition of Consolidated Rail Corp. (B) (9-298-095)		**To intro Blackston Celanese finance simulatio**
TEST – 2					
Debt Financing	1 debt financing and its impact on cost of	Students will understand the	How much debt is right for your company (HBR	Excel, Videos	https://w youtube.c

	capital 2.various debt instruments like structured models 3.Regulatory framework	importance of debt financing and how much debt is optimum for a company and what are the various instruments by which debt is raised	82413)		watch?v= gzYzrK8 https://w youtube.c watch?v= YxgESek0(
Leveraged Buy-out	To introduce the concept of LBO its effect on capital structure And LBO valuation	Students will understand how LBOs work	1.Technical Note on LBO valuation (B) (9-902-005) *	Excel, Videos	https://w youtube.c watch?v= Ls2z1JYg https://w youtube.c watch?v= VVstb1fU
Credit Rating	Introduce credit rating, ,its importance and procedure	To understand Credit rating process	S & P's Sovereign Credit Ratings: Scales and Processes (9-705-207)	Excel, Videos	
Hedge Funds	Introduce hedge funds ,how they impact the stock market and regulations	Understand of hedge fund industry	The Hedge Fund Industry (9-208-126)	Excel, Videos	https://w youtube.c watch?v= tbWuDc2
Test – 3					
Venture Capital and angel financing	To introduce the concept of venture capital, venture capital industry in India and regulatory framework	To understand how venture capital and angel financing works	How Venture Capital Works (HBR 98611)	Excel, Videos	https://w youtube.c watch?v=

	and angel financing				DwLJUwo

Evaluation Pattern						
Component	Test -1	Test-2	Test-3	CP	Term End Exam	Total
Weightage (%)	15	20	15	10	40	100

Course Code: SLFI605
Course Name: Security Analysis

Course Objectives	The course is designed :
19)	To provide a comprehensive perspective in the area of Security Analysis covering the markets for equity and fixed income securities.
20)	The course, while familiarizing the students with various techniques of valuation and technical analysis and in turn writing research report, helps them reason out investment issues for themselves and thus be better prepared when making real world investment decisions which will in turn enhance their marketability in finance careers.

Learning Outcomes	At the end of the programme the student shall be able to:
19)	Understand the security markets and various financial instruments & investment tools available.
20)	Explain the concept of risk and return in the context of investment analysis.
21)	Conduct valuation of securities based on EIC framework
22)	Apply various tools and techniques based on technical analysis to exploit recurring and predictable patterns in stock prices to generate superior investment performance.
23)	Write a research report so as to enable themselves for being industry ready

Recommended Text Book	Edition	Author	Publisher
Investments	10th Edition	Zvi Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty	Mc Graw Hill Education (India) Private Limited

Suggested Readings			
8. Investment Analysis and Portfolio Management	8th Edition	Reilly and Brown	Cengage Learning
9. Security Analysis and Portfolio Management	6th Edition	Donald E. Fischer & Ronald J.Jordan	Pearson

Detailed Course Curriculum						
Topic	**Key Concepts**	**Session Learning Outcomes**	**Chapter Reading**	**Case Details and Additional Readings**	**Digital/ Software Tools**	**Swayam/NPTEL/YouTube Video Links**
The Investment Environment	Concept and various forms of investment, types of securities, types of financial markets, Equity and Bond Indices, Asset allocation, Types of orders, Short Sales	• Students should be able to understand and apply the concept of investments • Students should be able to understand the features of various financial markets and financial instruments	BKM M : Chapters 1-3	Indian Securities Market – A review (ISMR – Latest Report) www.nseindia.com/research/publications		https://nptel.ac.in/courses/110105035/1 https://nptel.ac.in/courses/110105035/2 https://nptel.ac.in/courses/110105036/ https://nptel.ac.in/courses/110105036/2
Risk and Return	Various measures of risk and return (ex-post and ex-ante) for individual security and a portfolio, systematic and unsystematic risk, beta, capital asset	• Students should be able to understand the concepts of risk and return for a single security and a portfolio. • Students	BKM M : Chapters 5-9	Beta Management Company (HBS case)		https://nptel.ac.in/courses/110105036/3 https://nptel.ac.in/courses/110105036/4 https://nptel.ac.in/courses/110105035/3 https://nptel.ac.in/courses/110105035/4

	pricing model, capital market line, security characteristic line, alpha	would be able to select securities based on their risk and return characteristics to form a portfolio.				
Economic & Industry Analysis	Top Down and Bottom Up Approaches - Economic Analysis: (Monetary and Fiscal Policy), Business Cycles, Key Economic Indicators (leading and lagging economic indicators), Dynamics in Global Economies and Markets) Inter-linkage economic activity and stock/bond indices Industry Analysis: Life Cycle, Key Characteristics of an Industry, Structural Analysis, Michael Porter Analysis of Industry, Key Performance Indicators, Growth Drivers, Issues and Concerns, Sources of Investment Information	• Students should be able to understand the important macro-economic factors which affect the intrinsic value of securities in the market. • Students should be able to understand and industry related factors and their impact on security prices Students should be familiar with various sources of information required for conducting security analysis	BKMM : Chapter 17	Economic survey of India & Budget 2019-Recent (Soft Copies to be downloaded from www.Finmin.nic.in)		https://nptel.ac.in/courses/110105035/13 https://nptel.ac.in/courses/110105035/14 https://nptel.ac.in/courses/110105035/15 https://nptel.ac.in/courses/110105035/16 https://nptel.ac.in/courses/110105036/13 https://nptel.ac.in/courses/110105036/15
Company Analysis and	Qualitative Analysis: Key Elements of Annual	• Students should be able to understand	BKMM : Chapters	Valuation Concepts: Evaluating opportunit		https://nptel.ac.in/courses/110105035/11 https://nptel.ac.in/courses

Equity Valuation	Reports, Analyzing Business Model, Product Portfolio, Revenue and Growth Drivers, SWOT Analysis, Unique advantages/ disadvantages over competitors, Cost Structure, Issues and Concerns Quantitative Analysis: Analysis of Financial statements, Ratio analysis, Levered and Unlevered Beta, Valuation Models: Discounted Cash Flow Models: Dividend Discount Model Operating Cash Flow Model, Free Cash Flow to Firm and to Equity Model, Beta for levered and unlevered Firm, Sum of the Parts Valuation and Relative Valuation	the various qualitative and quantitative fundamental company factors to be considered for equity research • Students should be able to conduct valuation using different discounted cash flow techniques like dividend models, free cash flow models and relative valuation techniques	18-19	y (HBS case) Corporate Valuation and Market Multiples (HBS Case) A Note on Valuation in Private Equity Settings (HBS case) Valuation of Air Thread Connections(HBS case) Valuation Ratios in Restaurant Industry (HBS case) Mercury Athletic: Valuing the opportunity (HBS case)		/110105035/12 https://nptel.ac.in/courses/110105035/9 https://nptel.ac.in/courses/110105036/11 https://nptel.ac.in/courses/110105036/12 https://nptel.ac.in/courses/110105035/17 https://nptel.ac.in/courses/110105035/18 https://nptel.ac.in/courses/110105036/17 https://www.youtube.com/playlist?list=PLUkh9m2BorqnKWu0g5ZUps_CbQ-JGtbI9
NCP Test 1						
Technical Analysis	Fundamental Analysis Vs Technical Analysis: Dow theory, Charting	• Students should be able to gain an in depth knowledge of TA based	BKMM : Chapter 12	Live demonstration using trading software: https://w	https://www.investing.com/	https://nptel.ac.in/courses/110105036/19 https://nptel.ac.in/courses/110105036/20

	techniques (Line charts, Bar charts, candle sticks, Point and figure charts), Support and Resistance Levels, Continuation and reversal patterns, Gaps, Oscillators and Indicators (EMA, MACD, RSI, ROC, Stochastics), Fibonacci numbers, Elliot wave theory.	on Chart patterns and indicators.		ww.chartnexus.com/ http://www.investopedia.com/university/technical/techanalysis8.asp		https://nptel.ac.in/courses/110105035/19 https://nptel.ac.in/courses/110105035/20
Equity Research Report	Types of an Equity Research Report: Buy Side and Sell Side Reports. Contents of an Equity Research Report: Analyst Opinion and Summary, Key highlights of the company, Snapshot of Economy and Industry, Financial Ratio Analysis, Valuation Analysis, Risk Factors, Share Price Chart with Technical Indicators, Disclosure and Rationale of Rating	• Students should be able to understand the various equity research reports and important elements in a good report to enable investors take informed decisions		Sample Equity Research Reports from HDFC Securities, ICICI Direct, Money Control etc.		https://www.youtube.com/watch?v=qFkoHpzt61c https://www.youtube.com/watch?v=BSy907nudaE
Efficient Market Hypothesis	Fundamentals of Efficient Market Hypothesis, Testing market efficiency: Random walk, Weak form, Semi-Strong	• Students should be able to gain knowledge on how security valuation is affected by the	BKM M : Chapter 11	Discussions and Excel Empirical analysis of various forms of market efficiency.		https://nptel.ac.in/courses/110105036/7 https://nptel.ac.in/courses/110105036/8

	and Strong forms of efficiency	information flow/efficiency in the market.				
Bond Markets and Valuation of Fixed Income Securities	Introduction to bond market, Bond characteristics and bond principles: Types of bonds, Warrants and Convertibles, Risk associated with bond investment, Yield Measures, Bond Theorems, Terms structure of interest rates, yield curve, bond stripping and reconstitution, forward interest rate, pure expectations theory, liquidity preference theory, market segmentation theory	• Students should be able to analyze all the options and compare various fixed income instruments available in the global markets to finance their projects. • Students are expected to forecast future bond yields from the existing data. • Students will be able to discover mispricing and design synthetic bonds to make arbitrage profits.	BKMM: Chapters 14-15	Note on bond valuation and returns (HBS Case) Arbitrage in Government bond markets. (HBS Case)		https://nptel.ac.in/courses/110105035/31 https://nptel.ac.in/courses/110105035/32 https://nptel.ac.in/courses/110105035/33 https://nptel.ac.in/courses/110105036/31 https://nptel.ac.in/courses/110105036/32
Duration, Convexity and Immunization	Macaulay's duration, Modified duration, Convexity, Immunization.	• Students should be able to use these concepts to hedge/Manage the risk associated with bond investments.	BKMM : Chapter 16	Note on Duration and convexity. (HBS Case)		https://nptel.ac.in/courses/110105035/34 https://nptel.ac.in/courses/110105035/35 https://nptel.ac.in/courses/110105035/36 https://nptel.ac.in/courses/110105036/33 https://nptel.ac.in/courses/110105036/34 https://nptel.ac.in/courses/110105036/35 https://nptel.ac.in/courses

						/110105036/36
NCP Test 2						
NCP 3 (PROJECT EVALUATION) Research Report on Equity Stock based on Fundamental and Technical Analysis **Parameters for evaluation:** Research Report, Valuation (DCF, Relative), Recommendation based on Fundamental Analysis, Technical Analysis and Presentation						

Evaluation Pattern						
Component	Test-1	Test-2	Project	CP	Term End Exam	Total
Weightage (%)	15	15	20	10	40	100

Course Code: SLFI608
Course Name: Financial Risk Management

1. Course Objective:

This course gives students a conceptual knowledge and application of the derivative instruments and their applications in managing various types of financial risks. While doing so, students would understand the organizational aspects of those risk functions and their roles & responsibilities and attains problem solving ability. The emphasis is on mechanics, properties and valuation of forwards, futures, options and swap instruments. The student would learn how to value derivative instruments and use them for hedging, speculation, and arbitrage. The student would learn about risk management strategies and practices.

2. Learning Outcomes:

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

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

3. Recommended Text Book:

Hull, John C. &Basu, S., Options, Futures, and Other Derivatives, 8th Edison, Pearson, 2013. (JCH)

Suggested books:

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

Topics	Key Concepts	Learning Outcome	Chapter Reading	Case details	Digital/ Software Tools	Swayam PTEL/Yo be Vi Links
Introduction to Risk Management	To introduce the course content and give an overview of the course	Students would understand the importance of risk management in an organization	Ch-1	Why manage Risk? Industry Background Note (9-294-107)	https://www.nseindia.com/products/content/derivatives/equities/fo.htm	https://nl.ac.in/cc es/1101(35/37
Introduction to Financial Risk Management	To explain students the importance of Financial Risk Management	Students will learn the dynamics of Financial Risk Management	Ch-1	Honeywell Inc. and Integrated Risk Management (9-200-036)	https://www.nseindia.com/products/content/derivatives/equities/fo.htm	https://nl.ac.in/cc es/1101(35/37
Introduction to Derivative Instruments	To introduce the students to various types of derivative instruments such as futures/forwards, options, swaps.	Students should be able to appreciate what it means to take positions in forwards, futures, options and swap markets	Ch-2	Introduction to Derivative Instruments (295141)	https://www.nseindia.com/products/content/derivatives/equities/fo.htm	https://nl.ac.in/cc es/1101(35/37
Forwards and Futures	To explain students: i. Differences between forwards and futures ii. Functioning of the futures market iii. Valuation of forwards/futures iv. Futures on stock, index and commodity	Students should be able to calculate and interpret the valuation of forwards and futures, profit arising out of mispricing and effective hedging	Ch-3,5	1. Application For Financial Futures – 3 (9-286-109) 2. Application For Financial Futures – 5 (9-286-109)	https://www.nseindia.com/products/content/derivatives/equities/fo.htm	https://nl.ac.in/cc es/1101(35/37
Options	To explain students: i. The fundamentals of options ii. Functioning of the options market	Students should be able to estimate option prices uisng option valuation models and implement	Ch-9,10,11,12,14	The Keller Fund's Option Investment Strategy (9-295-096)	https://www.nseindia.com/live_market/dynaContent/live_watch/option_chain/optionKe	https://nl.ac.in/cc es/1101(35/37

	iii. Valuation models of Options iv. Options trading strategies/Option Greeks	them for profitable option strategies			ys.jsp?symbolCode=-10000&symbol=NIFTY&symbol=NIFTY&instrument=-&date=-&segmentLink=17&symbolCount=2&segmentLink=17	
Swaps	To explain students: i. Swaps ii. Forward Rate Agreements (FRAs) iii. Currency Swaps iv. Interest Rate Swaps v. Swap Valuation	Students should be able to describe the positions for fixed rate payer and fixed rate receiver at initiation and during the life of interest rate swap and currency swap	Ch-7	Gaz de France (9-288-030)		https://nl.ac.in/ces/1101035/37
Credit Derivatives	To explain students: i. Credit Default Swaps ii. Valuation of CDS iii. Risk Management from the perspective of banks and investors iv. Risk Management challenges through credit derivatives	Students should be able to discuss implications of trading in credit default swaps and credit linked notes	Ch-24			https://nl.ac.in/ces/1101035/37
Weather Derivatives	To explain students: i. Importance of weather derivatives ii. DD scales iii. Using futures, options, and swaps on DD scales	Students should be able to comprehend the mechanics of weather derivatives	Ch-225			https://nl.ac.in/ces/1101035/37
Value at Risk (VaR)	To explain students: i. The VaR measure ii. Historical	Students should be able to measure Value at Risk using	Ch-21			https://nl.ac.in/ces/1101035/37

	simulation method iii. Model building method iv. Monte-Carlo simulation v. Stress testing	delta normal method and historical simulation method				
Major Events	To explain students: i. Future of derivatives ii. Misuse of derivatives	Students should be able to appreciate the current risk management environment				

Course Code: SLFI611
Course Name: Financial Statement Analysis

Course Objective:

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

Learning Outcomes:

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

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

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

Recommended Text Book:

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

Suggested books:

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

Detailed Course Curriculum

Topic	Key Concepts	Session Learning Outcomes	Chapter Reading	Case Details	Digital/ Software Tools Websites	Swayam/I L/YouTub Video Link
Introduction to Financial Statement Analysis	To make the student understand the Overview of Financial Statements, Contents of Annual Report, Users of Financial Statements, Utility of Financial Statements, Ratio Analysis, Du Pont and its implications	Importance of Financial Reporting, Users of Financial Statements and Importance of Financial Statement Analysis – Annual Report Contents (Introduction to Statement of Financial Position, Statement of Comprehensive Income and Statement of Cash Flows) and The Framework of Financial Statement Analysis;	Chapter – 1	Financial Statement Analysis: An Introduction; Annual Report of any company; HBS Note: Financial Statement Analysis	Annual report of Tata Steel from the website	https://np c.in/cours 0107073/
Financial Reporting and Regulations	Indian AS, IFRS, International Accounting Standards, Functioning of IFRS, various documents that guide the users of Financial Statements	Importance of Financial Reporting Standards, IFRS, Convergence and Adoption of IFRS; Future Perspectives	Chapter – 3	Financial Reporting Standards; Case: The IASB at a Crossroads: The future of International Financial Reporting	FASB website	https://np c.in/cours 0107073/

				Standards (A)		
Detailed Course Curriculum						
Analysis of Cash Flows	Compare and contrast the cash flows –Operating, Financial and Investing Activities; Analyze and interpret cash flow statement;	Cash Flows from Operating, Investing & Financing Activities; Distinction between the Direct Method and Indirect Method; Accounting Profit Vs. Cash Profits;	Chapter – 6:	Understanding Cash Flow Statements; Case: Statement of Cash Flows – Three Examples	AS – 3 of the Indian AS – Ministry of Company Affairs website	https://npc.in/cours 0107073/
Analysis of Inventories	Inventory Pricing methods and valuation, impact of change in methods, and utility of info in decision making; Describe the rules in measurement of inventory; presentation and disclosures requirements; and Interpret the ratios to evaluate inventory mgt..	Distinction between costs included in Inventories and Costs recognized as expenses in the period in which they are incurred; different inventory valuation methods; (Lower of the two: Cost or NRV); LIFO Reserve; LIFO Liquidation; Impact on Incomes and Financial Position	Chapter – 8 AFM Course Inventory Chapter – AHM	Merrimack Tractors and Mowers: LIFO or FIFO?		
Analysis of Fixed Assets	Fair Value of Fixed assets, capitalization vs. expensing and its impact on Financial Statements; Fair value of good will and test for impairment of goodwill; Depreciation methods and reporting practices	Distinction between the costs that are capitalized and costs that are expensed in the period in which they are incurred; Intangible Assets Acquired Vs. Internally Developed; and Acquired in a Business Acquisition – Goodwill; Intangible Assets	Chapter – 9	Land Securities Group (A): Choosing Cost or Fair Value on adoption of IFRS The Talbots, Inc. and Subsidiaries: Accounting for Goodwill Depreciation at Delta Air Lines: The "Fresh Start"	IFRS website	

		other than Goodwill; Fair value of good will and test for impairment of goodwill; Depreciation methods and reporting practices; and different amortization methods of intangibles, impairment of assets				
Analysis of Income Taxes	Explain how deferred tax liabilities and assets are created and factors that determine the same. Compare and contrast deferred tax items Identify the key provisions of difference under IFRS and US GAAP	Concept of Deferred Tax Asset and Liability, importance of deferred taxes and utility in evaluation of firm; Explain how deferred tax liabilities and assets are created and factors that determine the same.	Chapter – 13	Deferred Taxes at Obadiah Vineyard Australian Vintage Ltd	IFRS website	
Test 1						
Analysis of Equity	Explain the detailed Equity Section including Presentation & Reporting requirements; Describe and analyze the various actions of the company such as stock splits, bonus issues, FPO on the Financial Statements	Understanding different types of equity, different classes of shares; importance of buy-back and ESOP + bought back shares as incentive for managers, etc.	Chapter – 14	Employee Compensation: Post Employment and Share Based Jimmy Fu and Moog, Inc: Understanding Shareholders' Equity		
Analysis of Financing Liabilities Including Contingent Liabilities	Compute the initial recognition, measurement and subsequent presentation of bonds	Accounting and valuing of debt instruments and impact of replacement of low cost debt with	Chapter – 10	Non-Current (Long Term Liabilities); Case: Lyons Document	ICAI website	

	Describe the presentation and reporting needs, and its impact on the leverage and coverage ratios Difference between the Provisions, Contingent Assets and Liabilities	older borrowings; Amortization of Discount on Issue of Debentures; and premium at the time of issue;		Storage Corporation: Bond Accounting; Case: Accounting for the Intel Pentium Chip Flaw		
Leases and Off-Balance sheet debt	Distinguish between Finance Lease and Operating Lease from the perspective of Lessor and Lessee Describe the motivations of lease assets and its edge in the Financial Statement Analysis. Compare and contrast disclosure practices	Off Balance Sheet financing and evaluation issues – lease accounting; financial lease vs. operating leases and impact on financial statements	Chapter – 9 & 10	Case: Leasing Decision at Magnet Beauty Products. Inc.		
Analysis of Inter-corporate Investments	Describe the classification, disclosure and measurement and reporting under IFRS & USGAAP. Analyse and interpret the effect of classification on Financial Stmts. & Ratios	How to estimate Fair Value of Investments in Debt Securities? Amortization of Discount/ premium on issue of debenture, Types of Debt securities – for reporting – TS, AFS and HTM	Chapter – 17	Note: Fair Value Accounting for Investments in Debt Securities; Case: State Street Corporation		
Analysis of Business Combinations	Describe the reporting, disclosure and measurement of investment in subsidiaries, Associates, Joint Ventures Describe the rationale of Consolidation and methods used in reporting of acquired entities. Goodwill, Capital Reserve, etc.	Accounting for Business combinations and estimation of Goodwill or Capital Reserve + methods of Accounting and their utility	Chapter: 14	Note: Accounting for Business Combinations: Acquisition Method; Case: Keane's Acquisition of Metro Information Services (A)		

	Acquisition Method,					
Test 2						
Foreign Currency Transactions	Distinguish between Reporting Currency, Functional Currency and Local Currency; Calculate the transaction effect and the translation effect on the Financial Statements; Analyze the impact of alternative translation methods on the Financial Statements and in case of hyperinflation economies.	Consolidation of Balance sheet when subsidiaries exist in other countries – using foreign currency statements; understand the difference between transaction risk and risk of translation; Application of Current Rate Method vs. Re measurement Method; Concepts of Local Currency, Foreign Currency, Reporting Currency; Functional Currency	Chapter: 15	Note: Accounting for Foreign Operations; Case: Cosmeticos de Espana, S.A (A)		
Financial Analysis using Ratios	Ratios and Utility of the tools to identify the firms nature, business model	How to identify the firms by reading ratios & linking the behaviour of ratios with nature of business	Chapter – 7	Financial Analysis Techniques Case: Unidentified Industries		
Measure of Performance using EVA	To enable the student understand the Stern and Steward Model of EVA valuation of the firm	The student should learn the process of EVA valuating the firm from the perspectives of Returns over Cost of Capital for running the business inclusive of risk for the equity and debt holders;		Case: Vyaderm Pharmaceuticals		
Quality of Earnings Window Dressing	The Motivations of managers to smoothen earning, conditions conducive to present low-quality financial reports, mechanisms that discipline Financial Reporting	Why managers manipulate accounting and disclose differently?; earnings smoothening; activities that result in low	Chapter: 17	Evaluating Quality of Financial Reports; Quality of Earnings Analysis: Industry	Delloitte Material – Article on Quality of Financial Statements	

	Quality; Presentation Choices;	quality of earnings; Tools and techniques used by practicing managers in disclosing and risks that the shareholders may have to face		Background Note by David Hawkins		
Analysis of Bank Financials	Income Statement and Balance Sheet of Bank;	Distinguish the assets and liabilities in a Bank Statement vis a vis other companies; List the items in Bank Financial statements; Describe the significance of Basel Norms and Capital Adequacy Ratios			Basel Norms	http://rbidc i.org.in/rdc otification/ s/70BIIIMC 713.pdf
					Test 3	
Financial Analysis and Valuation using Excel	Encourage students to work on Excel Sheet for the overall understanding of the utility of Financial Statement Analysis	Building an excel template using Financial Statements of the chosen company – three cases	Chapte r: 18	Integration of Financial Statement Analysis Techniques		

Evaluation Pattern						
Component	Test-1	Test-2	Test-3	CP	Term End Exam	Total
Weightage (%)	15	20	15	10	40	100

Course Code: SLFI617
Course Name: Financial Econometrics

Recommended Text: S. T. Rachev et al., *Financial Econometrics: From Basics to Advanced Modeling Techniques, 2015*

Suggested Readings:

1. Tsay R. *Analysis Of Financial Time Series (Econometrics)*, Wiley, 2002
2. W. Enders. *Applied econometric time series*, Wiley, 2005.
3. Chris Brooks. *Introductory Econometrics for Finance, 2008*
4. Damodar N. Gujarati. *Basic Econometrics, 2007*

Course Objectives:

The objective of this course is to extend the practical and analytical knowledge of students and equip them with techniques that will allow them to analyse finance-related issues. After studying this course students will be able to

- Define and compute measures of financial returns, interpret sample moments of financial return and discuss the stylised statistical properties of asset returns
- Analyse and estimate models of autoregressive (AR), moving average (MA, and autoregressive-moving average (ARMA).
- Apply the Box-Jenkins approach to time series models and forecast volatility using autoregressive conditional heteroscedastic (ARCH) models
- Estimate, interpret, and forecast with generalised autoregressive conditional heteroscedastic (GARCH) models
- Use vector autoregressive (VAR) models to analyse and interpret interaction between financial variables and examine the impact of shocks on financial variables using impulse response analysis
- Undertake tests of hypotheses and Granger causality in a VAR framework.
- Estimate and interpret Panel data regressions with fixed and random effects.
- Formulate limited dependent variable models, including logit and probit models, estimate and interpret logit and probit model and discuss models with multinomial linear dependent variables.

Course Structure

Unit 1: Statistical Properties of Financial Returns

1.1 Introduction
1.2 Calculation of Asset Returns
1.3 Stylised Facts about Financial Returns
1.4 Distribution of Asset Returns
1.5 Time Dependency
1.6 Linear Dependency across Asset Returns

Unit 2: Univariate Time Series and Applications to Finance

2.1 Introduction
2.2 The Lag Operator
2.3 Some Key Concepts
2.4 Wold's Decomposition Theory (Optional section)
2.5 Properties of AR Processes
2.6 Properties of Moving Average Processes
2.7 Autoregressive Moving Average (ARMA) Processes
2.8 The Box-Jenkins Approach
2.9 Example: A Model of Stock Returns

Unit 3: Vector Autoregressive Models

3.1 Introduction
3.2 Vector Autoregressive Models
3.3 Issues in VAR
3.4 Hypothesis Testing in VAR

Unit 4: Modelling Long Run Relationships in Finance

4.1 Stationarity and unit root testing
4.2 Cointegration

4.3 Error Correction Models
4.4 Lead-Lag and Long term Relationships

Unit 5: Modelling Volatility – Conditional Heteroscedastic Models
5.1 Introduction
5.2 ARCH Models
5.3 GARCH Models
5.4 Estimation of GARCH Models
5.5 Forecasting with GARCH Model
5.6 Asymmetric GARCH Models

Unit 6: Panel Data
6.1 Introduction
6.2 The fixed effects Models
6.3 The Random Effects Models

Unit 7: Limited Dependent Variable Models
7.1 Introduction
7.2 The Linear Probability Model
7.3 The Logit Model
7.4 The Probit Model
7.5 Estimation using Maximum Likelihood
7.6 Goodness of Fit Measures
7.7 Example: Dividends, Growth and Profits
7.8 Multinomial Linear Dependent Variables
7.9 Ordered Response Linear Dependent Variable Models (optional section)

Course Code: SLIV602
Course Name: Wealth Management

Course Objectives: The course is designed to

- **Provide** an in depth qualitative and quantitative knowledge about the wealth management products and Personal financial planning.
- **Analyzing** the comparative advantage of different products in the financial market based on the risk appetite of the client, for advising the clients suitably
- **Formulate** a financial plan to the client based on their life style, life stage and their risk appetite.
- **Evaluating** and redefining the Financial planning periodically, keeping in vies the changes in the market
- **Creating** wealth for the customer, to ensure continued customer relationship and patronage.

Learning Outcomes: At the end of the programme the student shall be able to understand

The financial mathematics related to personal financial planning,
Wealth management products and services available in India and abroad, and

Techniques related to security analysis and portfolio management
Client profiling and assessing the risk appetite of the client
Investment planning, Retirement planning, Tax planning Insurance planning, Estate planning

Recommended Text Book: "Financial Planning: Theory and Practice by Sid Mitra and others (Reprint, 2015) published by Sage Publications, New Delhi

Suggested books:

An introduction to Wealth Management: IUP Hyderabad
Personal Investment & Tax Planning Yearbook by N.J.Yasaswy
Introduction to Financial Planning" by Indian Institute of Banking & Finance
4) Rich dad Poor Dad- by Robert Kiosaki.
5) Personal Financial Planning (Wealth Management)" – By **S.** Murali and K.R.Subbakrishna, Himalaya Publishing House

Detailed Course Curriculum:

Topics	Key Concepts	Session Learning Outcomes: (At the end of the sessions the student shall be able to learn the following concepts and their application)	Case Details	Digital Tools	Swayam/NPTEL Tube Video Li
Introduction					
Introducti on to Wealth Manage ment.	Definitions of HNI, NRI; Wealth: Assets & Income, Active Income and Passive Income; Financial and Fixed Assets; Life Cycle and Wealth Cycle; Wealth creation;	• Types of Investors (Individuals NRI, HNI, Retail, Institutions) • Types of Income – Active & Passive • Types of Assets – Fixed & Financial • Life Cycle & Wealth Cycle. • Income & Assets • Net worth approach to Wealth • Idea & process of Wealth creation • Role & Functions of	Laurence Longren End Game (HBS Case 9-808-076)	"	You Tube Video Lectures 1. https://www.y be.com/watch' S0kTWPCVa' 2. **https://www.y ube.com/watc =XhtNooh2gv t=404s** **Description** 1.How to Get Ri

	Role and functions of Financial planner Nature, Scope and Importance of Wealth Management, Wealth management industry, Global wealth report.	a financial planner • Scope & Importance of Wealth management • Wealth Management Industry			_ Difference Between Rich Poor Mind 2.How To Get R - Rich Dad Po Dad by Robert Kiyosaki
Financial Mathematics					
Financial Mathematics – Return Measures	Calculation of simple, compound interest; Nominal, Effective and Real rates of returns; Present and Future values, Annuities and perpetuities; coupon rate current yield and YTM, NPV, IRR ,CAGR, EMI, P/E ratio, EPS, DPS etc	• Simple vs. Compound Interest • Nominal, Effective & Real rates of returns • Time value of money concepts • Present value & Future value • Annuities' & Perpetuities' • Yield measures - YTM, IRR, CAGR, Coupon rate, HPR • Loans - EMI & Repayment Schedule	ABC WEALTH MANAGERS **(IBS CDC case No FM0009**	Usage of Excel works sheet for calculations	Swayam video Lectures https://swayam.g courses/viewcou rseware?cinfo= MP7Z4Xcw369 UzpufaAPc6e5C 3RAizzesbPaXv wOWswgu5hoN oO7Wq86XIN0 Yp1u3fPkP1pvE NUgkJw%252b V1DXC7KUHl 4EMwP5rmYsI USn%252fDN5 CeyrR7X1d67hi sjjplOF2IuR9S7 Db%252bRA2s ahNXbe6FIAw8 M%252bS3%25 2biGYVd1HGx 5M%253d **Description** Time value of money
Financial Mathematics - Risk Measures	Risk- Definition and Types. Measuring risk: mean, Variance, SD, Beta, Covariance, Correlation, Portfolio risk.	• Variance & Semi-Variance Standard Deviation • Covariance, Correlation & Beta • R - Squared • Skewness &		Usage of Excel works sheet for calculations Simulation and Scenario analysis using Excel	

	Sharpe, Treynor and Jenson ratios, Risk diversificatio n	Kurtosis • Fat tails & Black Swans • Sharpe ratio, Information ratio, Treynor ratio, Jenison's ratio, • Fixed Income risk measures - Duration & Convexity			
Wealth Management Products					
Banking products	Banking products & Services(including Three in One accounts) Deposit account s for Non-Residents Banking services	Banking Products & Services • Types of Accounts • Domestic and Non Resident Deposit accounts • Service products		Visit to the Web sites of few banks	You Tube (IIBF): Video Lectures 1. https://www ube.com/wat =wcdTOeSY &list=PLVr1 Eh1eEmwjS vaXGAewA ndex=4 2. https://www ube.com/wat =IH5UEdPK &list=PLVr1 Eh1eEmwjS vaXGAewA ndex=5 **Description** Banking Product Services
		TEST 1			
Governm ent securities	Government securities and postal investment schemes	• Government Securities • Post office savings schemes : Savings and Term Deposits PPF , NPS and Others	Government Securities(IBS CDC case)		You Tube Video Lectures **https://www.you com/watch?v=R A6I-tBY&t=20s** **Description** Public Provident account
Equity and Debt	Equity and Debt instruments	• Equity instruments like	AQR Momentum	Simulation Exercises on Money Control.com	You Tube Video Lectures

Instruments		shares Shares ,Warrants ,DVR's • Public issues IPO, FPO • Stock Exchanges, • Fixed Income securities (Treasury Bills, CPs ,NCDs, Corporate Bonds & Debentures)	funds(HBS Case 9-211-025)		**https://www.you com/watch?v=b 7tN0zE** **Description** Stock Markets
Mutual Funds	Mutual Funds and Hedge Funds	• Equity mutual funds - ELSS, • Large cap, Mid cap, Small cap, Micro cap • Fixed Income mutual funds – • Debt, Money market, FMP's • Index Funds, Hybrid funds • Dynamic funds, Commodity funds • ETF's - Structure & Advantages over an index fund	Introduction to Mutual Funds (HBS Technical Note 9-310-117)		You Tube Video Lectures **https://www.you com/watch?v=V pQPCnfz_0** **Description** How does a Mu Fund work
Venture Capital Funds, Hedge Funds and Angels	Venture capital funds and Hedge funds and Angels	• Hedge Funds - Convertible arbitrage, Hedged equity, Distressed Securities,etc • Private Equity & Venture Capital: Leveraged buyout funds , Venture capital funds ,Growth equity funds • Angels	A note on Angel Financing (HBS Case. 9-298-083)		You Tube Video Lectures https://www.yout om/watch?v=dNa s3hQ0o **Description** Hedge funds vs. Mutual funds.
Alternate Assets:	Gold, Silver, platinum and other commodities,	• Alternate assets like Gold(e-gold), Silver(e-silver),			

	e- Gold and e-Silver Art Investments	Platinum and other commodities • Commodity ETF's • Managed Futures • Art investment and Funds			
Land and Real Estates	Land and real estate Mortgage securities: REITs and REMFs	• Land, Residential, Commercial, Retail & Hospitality • REITS • Mortgage Securities (RMBS, CMBS, etc)	To Buy or What to Buy: your first Home (9-215-080)		You Tube Video Lectures https://www.yout om/watch?v=aJ9. h5pSQk **Description** REITS.
Derivative Instruments	OTS and Exchange traded derivatives.	• Forwards and Futures • Futures & Options • VIX (Nifty VIX)			
TEST 2					
Client Profiling	Identification of the client's personal and Financial goals and Assessing the risk appetite of an individual	• Client Profiling • Client Balance Sheet & Income Statement • Goals (Hidden Goals, ST & LT Goals, Investment Goals, Retirement Goal, Wealth transfer goals) • Risk objective , Constraints • Risk Tolerance vs Risk Capacity • Data Gathering & Analysis • Client Education			You Tube Video Lectures **https://www.you com/watch?v=v3 v_kJA** **Description** Tisk profiling anc types
Asset Allocation Strategies	Construction of portfolio of the clients using different methods of asset allocation like strategic, tactical, dynamic, life cycle, life style,	• Portfolio Construction • Short Term vs Long Term • Strategic, Tactical and Dynamic asset allocation strategies • Life cycle and			

	fixed and flexible asset allocations	Life style based asset allocation • Fixed and Flexible Asset allocation			
Investment Planning & Portfolio Management	Different types of investment planning for portfolio management and its revision Active and Passive investment strategies, Investment portfolio management, Portfolio revision	• Investment Policy Statement • Client description & goals, objectives, Constraints, Asset allocation, Execution, Monitoring & Review) Market timing • Core-Satellite approach • Direct vs Indirect investments • Active vs Passive management • Investment portfolio management • Portfolio revision.	Portfolio revision (IBS-CRC Case)	NSE Patashala-Simulation Exercise	You Tube Video Lectures **https://www.yo .com /watch?v=pc VYF6e-U** **Description** What is financia Planning?
Performance Appraisal & Evaluation	Evaluation of the portfolio of the client	• Measuring returns • Time weighted vs Money weighted returns • Benchmarks & Tracking error			
Behavioral Finance	Various behavioral patterns of the clients for financial planning	• Behavioral finance Meaning • Over confidence, Prospect theory, • Allais Paradox, Regret Theory, • Cognitive dissonance, • Wishful thinking bias, attention anamolies • Anchoring, mental compartments, • Representative Heuristic, • Disjunction effect, Gambling	Behavioral finance at JP Morgan (HBS Case. 9-207-084)		

		behaviour,			
Planning For The Future Contingencies					
Risk and Insurance Planning	Life and general insurance products available in the market and their relative merits and limitations	• Principles of Insurance • Insurance Market • Different types of insurance and their utility • Insurance Products- Benefits and limitations	The US life insurance industry. (HBS Case. 9- 310-091)		You Tube Video Lectures **https://www.you com/watch?v=U jp6O1lk&t=137** **Description** Financial Planning and Life Insurance
			TEST 3		
Retirement Planning	The need for retirement planning, keeping in view client's life goals , his risk appetite, expected life tenure, available surplus during the years of earning, amount required periodically after superannuation, etc	• Retirement- Need for planning • Retirement plans - Defined Benefit plans and Defined Contribution plans • Pre-Retirement products - Pension schemes, Provident fund, ETF , Bonds etc • Post Retirement products Superannuation benefits - Pension plans Reverse Mortgage etc • Problems with retirement	The Vanguard Group inc and Target Retirement funds(HBS Case 9- 207 - 129)	"	You Tube Video Lectures :**https://www.yo .com/watch?v=0 LgpT4FrI&t=91** **Description** Eight Critical Retirement Plann Mistakes To Avo
Succession / Estate Planning	The need and importance of succession /estate planning and different instruments available for conveyance of title to	• Succession planning - The need and importance • Estate Planning. Methods / Techniques • Legal aspects of estate planning • Management of	Advising families on Estate planning **(HBS Case No 9-314- 088)**		You Tube Video Lectures **https://www.y e.com/watch?v sJ8FO1ws** **Description** Wealth Management: E

	successors	Tax related issues			Planning. safety of your net wor
Tax Planning	Awareness about the tax rates of different direct and indirect taxes.	• Salient features of Indian Income Tax act 1961 • The method of calculation of Income tax for individuals. • Filing of Income tax return , Assessment of tax, Appeals etc • Income tax rules on Gifts		Tax planning using Excel work sheet	

Evaluation Pattern						
Component	Test-1	Test-2	Test-3	CP	Term End Exam	Total
Weightage (%)	15	20	15	10	40	100

Course Code: SLBK602
Course Name: Treasury Management

Course Objectives:

- To develop an understanding of the role of treasury for corporate and financial Institutions
- To make the students appreciate the foreign exchange and money markets and the instruments in each of the markets
- To help students appreciate the role of risk management in financial services companies and for corporates
- To help student understand the role of control in treasury department

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

- To develop an understanding of the role and function of treasury for corporate and financial Institutions
- To make sense of the complexities in the foreign exchange and money markets
- To learn how to manage risk in financial services companies and corporates

- To evolve a corporate treasury control systems in their organization

Recommended Text Book:

- Treasury, Investment and Risk Mgt, 2nd Edition, IIBF, Taxman Publishing

Suggested reference books:

Anthony Saunders and Marcia Cornett: Financial Markets and Institutions - An Introduction to the Risk Management Approach. 2nd edition, Tata McGraw-Hill.

Treasury Management: The practitioner's Guide, Steven M Bragg

Treasury risk Management: S K Bagchi

Treasury's War: Juan Zarate

Treasury Markets and Operations: Hong Kong Institute of Bankers

Treasury Fundamentals, Antonio Morelli

The Handbook of Global Corporate Treasury: Rajiv Rajendra

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapte
Scope and Functions of Treasury Management	• Understand what is the definition of • Treasury Management • Understand the Role of CFO • Differentiate the role of Treasurer from Controller • Appreciate the Role and Functions of a Treasurer	Reinventing the CFO- Introduction (HBS 4087BC) The Finance Function in a Global Corporation (HBS-R0807K)	1
Integrated Treasury	• Know the structure and design of Integrated Treasury • Understand the need and role and functions of Integrated Treasury	Securities Trading: Front, Middle and back Office (9 – 110-070)	2,3
Asset Liability Management	• Understand the objectives of ALM • Know the importance of Price Matching and Maturity Matching • Understand the interest risk management in ALM context – Risk Sensitive Gap, Duration	Interest Rate Derivatives (HBS-9-294-095)	4,5

	• Appreciate the techniques used in Liquidity Risk Management • Understand the ALM implementation steps and the role of committees.		
Test- 1			
Foreign Exchange and foreign Exchange Markets	• Understand Foreign Exchange, Foreign Exchange Markets, Players • Quotations, Merchant Quotes • Understand foreign exchange exposures Formulate different edging strategies affecting exchange rate movements • Understand Currency Arbitrage • Get to know history and exchange systems in the world • Exchange for casting – PPP, IRP	Foreign Exchange Markets and Transactions (9 – 205 – 016) Airlines Hedging Currency Risk (Faculty Case)	6,7
Financial Systems and Financial Markets	Understand the role and Functions of the Financial System • Understand the Constituents of the financial System • Need for Various Financial Markets: Money market, capital Market, credit market. • Understand the Role of Financial Assets and Financial Intermediaries in the financial System	J. C. Penney(A) (9-286-048)	8,9,10
Financing Decisions	• Appreciate the role of treasurer in sourcing the funds from various markets	J. C. Penney(B) (9-286-116)	11
Test – II			
Money Markets	• Money market and the functioning of money markets • The role of financial Intermediaries • Instruments used by government, corporate • The role of Banks' and the influence of Monetary policy on Money Markets • Recent Developments in the Monetary and Credit Policy.	Necessity and Invention: Monetary Policy Innovation and Subprime Crisis (HBS-9-709-041)	12, 14
Cash / Fund Management in Banks	• Understand what is Cash and Liquidity Management • Understand Cash management objectives and Cash flow forecasting • Understand Working capital management , Excess liquidity: short-term investing, Optimal cash management models	Cash Management Practices in Small Companies: (9-699-047)	15

Investment Portfolio of Bank	• Understand the components of Investment Portfolio • Understand the Investment portfolio of Banks- RBI Guidelines; Investment Management • The relevance of Components of Bank's Investment Policy • Investment management strategies • Valuation of Investment Portfolio – Models of Investment	JP Morgan Chase & the CIO losses (91 – 313 – 033)	16
Alternate sources of financing	• Understand the basics of Securitization and Special Purpose Vehicles • Understand the working of popular Credit Derivatives		
Internal Treasury Control	• Understand the structure and Organization of Treasury; Accounting and control; • Understand the Various Measures of Control • Insight into Information systems and Reporting Standards; Measuring Treasury Performance	Introduction to internal Control Process (9 – 105 – 040)	19 - 2(
Test -III			
Project presentations Each class would be divided into each group and allocated an MNC. The students would have to submi the project on the treasury and foreign exchange management of the company.			

Expectations from Students

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

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

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

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

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

Evaluation Timelines

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

Component	Component Number			Weightage
Test 1	1			**10**
Test 2	2			**20**
Test 3	3			**10**
Class participation	4			**10**
Project	5			**10**
Final Exam	6			**40**
	Total			**100**

Course Code: SHFI624
Course Name: Behavioral Finance

The course is designed to help students appreciate the importance of understanding human behavior in financial decision making. It covers the theory and practice of behavioral finance, history of market crashes & bubbles, heuristics, emotional biases & cognitive errors that human beings are driven by, prospect theory, behavioral corporate finance, behavioral investing & other practical applications of behavioral finance

Course Objectives:

- Internalize heuristics and biases that can cause irrational financial decisions
- Understand the effects of behavioral factors in financial markets
- Learn behavioral features of corporate finance
- Understand the history of bubbles, manias and irrationality in financial markets
- Get an overview of research in the behavioral finance field (ex: Prospect Theory)
- Gain better appreciation of investment decision process

Course Outline:

CHAPTER	Contents	Teaching Objectives	Learning Outcomes	Case Studies / White Papers
Behavioral Finance	• Overview • Traditional	Explain the differentiatin	The student shall understand the	*Vanguard White Paper – Introduction to Behavioral*

- Methodology:	vs. Behavioral Finance • Modeling behavioral aspects of finance • Market Efficiency –Misconceptions & Anomalies	g features between traditional finance theories and the market behavior	behavioural aspects of finance and the limitations of market efficiency theory.	*Finance*
Finance - From Theory to Practice:	• The Psychology of Risk Vs Uncertainty • Risk Attitude- Allais Paradox • Framing • Mental Accounting	Distinguish between risk, uncertainty. Explain framing & mental accounting.	The students relates investors risk perception using Allais Paradox and understands the role of framing and mental accounting in the decision making process.	*Framing & Negotiation: 9-895-023* *The Framing Challenge What is the Real Challenge? HBR*
Decision Making	• The Expected Utility Theory • Discounted Utility Model. • Hyperbolic Discounting & its implications • Baye's Rule • Bayesian way of learning • Bounded	State the salient and differentiating features of different models & methods to economic decision making	The student shall comprehend the differences between expected utility and hyperbolic discounting theories and understand the utility of Baye's rule in improving the decisions and limits to human rationality	*Bakshi's "Worldly wisdom in an equation"*

	Rationality			
Prospect Theory	• Prospect Theory - Application to Finance • Risk Attitudes & Decision weights • Value Function vs. Weighting Function • Integration vs. Segregation	Discuss Prospect theory in detail	The student shall appreciate the utility of prospect theory; decision weights vs. probabilities, value & weighting functions, and integration & Segregation of gains & losses	*When Do Losses Loom Larger Than Gains? By Dan Ariely* *30 yrs of Prospect Theory: A review and assessment in Journal of economic perspectives*
Irrational Exuberance - Bubbles & Crashes	• Tulip mania • Long Term Capital Management • The 1929 Market Crash • Mortgage Crisis of 2008 • Nifty fifty • The 2000 Tech bubble	Recall and summarize the market bubbles &crashes in the context of human behavior	The student shall be able to identify the symptoms / indicators of market bubbles & effects of market crashes.	*GMO LLC's letter on spotting bubbles* *Who is to blame for the bubble? HBR - F0105A*
Test I				
Heuristics & Emotional Biases	• Perception, Memory & Heuristics • The Affect Heuristic • Loss Aversion Bias • Overconfidence Bias	Illustrate various heuristics and impact of emotional biases on financial decision making	Understands the implications of heuristics and emotional biases on financial decision making and learns the ways and means to mitigate their effects.	*The hidden Traps in Decision Making HBR-R0601K* *Understanding Behavioral Biases in Finance & Investing – Safal Niveshak*

	• Self Control Bias • Status Quo Bias • Endowment Bias • Regret Aversion Bias • The Disposition Effect			
Cognitive Errors	• Cognitive process • Cognitive Errors and Emotional Biases • Conservatism Bias • Confirmation Bias • Representativeness Bias • Base Rate Neglect • Sample Size Neglect • Illusion of Control Bias • Hindsight Bias • Anchoring	Evaluate the impact of various heuristics and cognitive errors employed by human beings in decision making & ways to deal with them.	The student shall be able to recognize the cognitive errors humans suffer from, their financial implications and find suitable ways to mitigate the effects of the same.	*Using decision errors to help people help themselves HBR - R0T103* *Understanding Behavioral Biases in Finance & Investing – Safal Niveshak* *How cognitive illusions blind us to reason by Daniel Kahneman*

	Bias • Availability Bias • Detection of Errors & Biases & dealing with them			
Emotional Foundations	• Evolutionary Theory • Emotion & Reasoning • Expertise & Implicit Learning • Neuro finance - Some Insights	Discuss the science behind & emotional foundations of financial decision making	Understand the evolution in human biases & errors and the insights from neuro Finance	
Social Proof & Herding	• Fairness, Reciprocity & Trust Conformity • Groupthink • Herding	Discuss how social influence leads to inefficient financial markets	The student understands the effects of social influence on human decision making	*The principle of social proof by Robert Cialdini*
	Test II			
Behavioral Finance - Explanation for Anomalies	• Earnings Announcements (PEAD) • Momentum & Reversal	Describe various market anomalies in detail.	The student understands how investors adjust to earnings announcements, momentum & reversal in financial	*The Equity Premium Puzzle by Jeremy J Siegel & Richard Thaler*

	• Noise Trading • The Equity Premium Puzzle		markets, "Equity Premium" puzzle, risk perception of volatility on short term and long term equity returns.	
Market Predictions	• Market predictions • The Illusion of Validity • Pricing stocks to beat the market	The teacher shall highlight the common pitfalls in predicting the prices of the stocks	The student shall understand the nature, scope and limitations of market predictions and the role of illusion of validity in prediction	*Everybody is an Expert by Louis Menand*
Behavioral Investing - Individual Investors	• Riding losers too long • Portfolios, Pyramids, Biases • Retirement Savings • Investor Myopia & Self Control	Discuss in detail the behavioral traps of individual investors	Understand how lack of self-control & myopic decision making affect individual wealth creation	*The disposition to sell winners too early & ride losers too long by Hersh Shefrin in Journal of Finance*
Behavioral Investing - Institutional Investors	• Open Ended Mutual funds & misframing • Close Ended Mutual funds & Discounts • Fixed	Discuss how financial institutions play into biases of market participants	Comprehends relative contributions of skill & luck in a fund manager's performance Understands obfuscation games that mutual fund industry uses to	*Behavioral finance at JP Morgan: 9-207-084*

	Income Securities & Behavioral phenomena • The Money Management Industry • Framing Effects, Regret & style Diversification		induce opaqueness in to frames of investors and the factors that drive discounts in close ended mutual funds.	
Capital Budgeting	• Rational Managers & Irrational Investors • Managerial over confidence • Behavioral Capital Budgeting • Dividend Policy	Discuss how behavioral biases & errors affect managerial decision making	Appreciates the effects of behavioral biases on corporate managers and the implications of over confidence on capital allocation	*Why do Managers Choose Poor strategies? 9-391-172*
Managers & Analysts	• Corporate Takeovers & Winners Curse • IPO's Underperformance • Analyst's Optimism in Earnings Prediction	Illustrates the behavioral implication in corporate takeovers & mergers Discuss the effects of analyst's optimism in earnings	Understands the reasons for under performance of IPO's, behavioral implications in corporate takeovers & mergers and the effects of analysts optimism in earnings	*Sense & Nonsense in modern corporate finance by Sanjay Bakshi* *Misunderstanding the Nature of Company Performance by Phil Rosenzweig*

		prediction.	prediction	
	TEST III			
Options, Futures & Foreign Exchange	• Option prices and Market sentiment • Commodity Futures • Excessive Speculation in Foreign Exchange Market	Explains the role of sentiment in speculation, option prices, foreign exchange market & other derivatives markets	Assesses the effects of sentiment on speculation & how does it affect option prices, foreign exchange market & other derivatives market?	

Suggested Text Book:

1. Understanding Behavioral Finance by *Lucy Ackert & Richard Deaves* - Cengage Publications

Reference Text Books:

1. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing by *Hersh Shefrin*
2. Behavioral Finance: Investors, Corporations, and Markets by *H Kent Baker & John R Nofsinger* - Wiley finance
3. Behavioral Portfolio Management by *Howard C Thomas* - Harriman House Publishing

Evaluation:

Component	Component Number			Weightage
NCP – I	1			3.3
NCP – II	1			3.3
NCP – III	1			3.3
CP	2			30

End exam	At the end of the semester	60
	Total	**100**

Course Code: SLFI606
Course Name: Strategic Financial Management

Course Objectives:

- To understand and appreciate the modern theory of finance and the treatment of uncertainty surrounding financial matters.
- To understand the essential tools, techniques, and concepts required to cognize financial management from a strategic and operational perspective.
- To equip the students to prepare reports for management evaluating and explaining the financial consequences of strategic decisions.
- To understand and appreciate the models, tools and techniques of cost measurement and cost control at the strategic level.

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

- Identify and apply the essential tools, techniques, and concepts of strategic financial management to attain organization's financial objectives.
- Apply different valuation approaches and their implications for potential and existing projects of the firm.
- Develop components of corporate plan, understand strategic financial planning and understand growth strategies.

Recommended Text Book:

- Strategic Financial Management: Managing for Value Creation by *Prasanna Chandra*, 1st edition, Tata McGraw-Hill

Suggested reference books:

- Corporate Finance: Theory and Practice by *Aswath Damodaran*, 2nd edition, Wiley Publishers
- Quantitative analysis of financial decisions by *Mao, J.C.T.*, 2nd edition, Macmillan.
- Damodaran on Valuation by *Aswath Damodaran*, 2nd edition,Wiley Publishers.

Course Outline

opics	Learning Outcomes	Case/Reading article/Lecture/Activity	Sources /Readings

trategic Financial [anagement ıtroduction to the course	Understand finance at strategic level and its difference from tactical and operational level	Introductory lecture	
gency theory and conflicts of ıterest inancial and non-financial ɔjectives of a firm, Agency ıeory, Conflicts of interest in a irm, Long-term and short-term nancial planning in a company.	Understand the objective of firms and planning process in long term and short term.	**The Goldman Sachs IPO** Product code: 800016-PDF-ENG Publication Year: 2006 Industry: Financial services	Chapter-2
orporate Valuation :rategic Decision Making ramework, Value Based :anagement System, Marakon pproach, Alcar Approach, :cKinsey Approach, MVA pproach and EVA Approach	Understand share holders' long term value creation process and its valuation based on different models.	**Valuation-Intuit** Product code: 805246-PDF-ENG Publication Year: 2004 Industry: Manufacturing **Value drivers-Liston mechanics** Product code: 8025846-PDF-ENG Publication Year: 1998 Industry: Manufacturing.	Chapter- 1 & 12
aluation of Intangibles rand, Patent and Goodwill ıluations	Understand and appreciate the valuation of intangible assets	**Goodwill valuation-WPP Group and Its Acquisitions** Product code: 625346-PDF-ENG Publication Year: 1997 Industry: Advertising.	Chapter-5
est 1			
apital Structure: Theories nd Value Creation hoice of financing mix, Optimal ıpital structure, Financing mix ıd firm's life cycle	Understand and appreciate how capital structure and firm's value are related	**Blaine Kitchenware** Product code: 600046-PDF-ENG Publication Year: 2003 Industry: Manufacturing	Chapter-16
ividend Decisions and eyond ividend irrelevance school, :anaging changes in Dividend	Understand and appreciate the relevance of dividend policy in determining firm's value	**Dividend Policy at Linear Technology** Product code: 614646-PDF-ENG	Chapter-21

olicy, Life cycle of firm and ividend policy		Publication Year: 2003 Industry: Manufacturing	
aluation Long Term Projects aluation of long term capital ıtensive projects, Real options aluations, Use of risk adjusted iscounting rates and Hedging :rategies	Understand the valuation tools and techniques of long term projects.	**Globalizing the Cost of Capital and Capital Budgeting at AES** Product code: 612786-PDF-ENG Publication Year: 2005 Industry: Manufacturing	Chapter-8
trategic Cost Management nportance strategic Cost anagement, Value chain ıalysis, Activity-based costing ıd Life cycle costing.	Understand and appreciate the significance of strategic cost management in an organization.	**Cost management-Target costing-Nissan** Product code: 852486-PDF-ENG Publication Year: 1999 Industry: Manufacturing.	Chapter-8
est-II			
inancial Planning and orecasting ypes of financial planning ıodels, Improving financial ıodeling, Growth with internal ıuity, Higging's sustainable owth model	Understand the importance of strategic financial planning in an organization.	**Financial Planning-J Boats** Product code: 4125586-PDF-ENG Publication Year: 1996 Industry: Manufacturing.	Chapter-4
trategic Working Capital lanagement ash management models: aumol model and Miller and rr model, Simulating a cash udget, Receivables and ıventory management.	Understand the significance of efficient working capital management in an organization.	**Working capital management-DELL** Product code: 8542187-PDF-ENG Publication Year: 1998 Industry: Manufacturing.	Chapters-13 & 14
orporate restructuring and inancial distress orporate restructuring ıcluding debt restructuring.	Understand the process of corporate restructuring	**Paramount Equipment** Product code: 635277-PDF-ENG Publication Year: 2004 Industry: Manufacturing.	Chapter-10

est III			
urrent Developments orporate mergers and cquisitions, Management uyouts and other leveraged ansactions.	Understand and appreciate the growth strategies through corporate mergers and acquisitions.	Class Discussion	Chapter-19
losing Thoughts			

Expectations from Students

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

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test I	2			**10**
Test II	3			**20**
Test III	4			**10**
Project report	5			**10**
End exam	At the end of the semester			**40**
	Total			**100**

Electronic and Web resources: Swayam Videos, Syndicated Databases

Course Code: SLBK601
Course Name: Risk Management in Banks

Course Objectives:

- Provide comprehensive understanding of the various types of credit, market and operational risks faced by the banks and their quantification.
- Learn Asset Liability Management (ALM) technique to manage Interest Rate Risk (IRR) and Liquidity risk.
- Understand the management of Risk through application of financial derivatives.
- Understand the regulatory mechanism put forward by the Regulators to control banking risk.
- Understand Internal rating models and estimation of capital requirements.

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

14. Understand the different types of banking risk and their measurement.
15. Apply different types of risk management techniques such as application of financial derivatives and ALM to manage risk.
16. Understand and implement regulatory mechanism to manage risk.
17. Implement best risk management practices and process in the organization.

Recommended Text Book:

- Risk Management in Financial Institutions , Vigneswara Swamy, The McGraw-Hill Companies, 3rd edition

Suggested reference books:

- Risk Management in Banking Joel Bessis , Wiley , **2nd edition.**
- Risk Management and Financial Institutions, John C Hull, Wiley , 3rd.edition

Course Outline

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to Risk Management	What is Risk? Risk and Uncertainty Sources of Exposures and Risk in Banks	**Why Manage Risk?** [HBS: 9-294-107]	1
Risks in Banking	At the end of the session, the student would be able to comprehend the prevalence of the kinds of risk in the banking		7

	business.		
Approaches to Risk Management	The student, at the end of the session, would be able to appreciate the need for risk management and explain the different approaches to risk management in a financial or banking business.	**Citigroup 2007: Financial Reporting and Regulatory Capital** [HBS: 9-111-041]	5
Credit Risk Management in Banks	At the end of the session, the student would be aware of what credit risk is and how it affects the banks in their credit activity. The student would also be in a position to explain the types of credit risks and their measurement and management The student would also able to estimate probability of default and the loss given the probability of default	**Risk Management at Wellfleet Bank: All That Glistersis not Gold** [HBS: 9-110-011]	9
Market Risk Management	At the end of the session, the student would be to define and illustrate various types of market risk in the banking business and its measurement and management	**Market Risk Management at ABN AMRO** [ICMR- FINA022] **Value-at-Risk** HBS: 9-297-	6 & 7
TEST-1	**Sessions 1 to 8**		***TEST-1*** **Chapters - 1, 5, 6,7,9**
Interest Rate Risk Management	At the end of the session, the student would be able to define and explain the different types of Interest rate risk , its measurement and management.	**Financial Risk Management at UBS** [ICMR-FINA015]	7
Foreign Currency Risk	At the end of the session, the student can understand and explain what foreign exchange risk is and explain the relevant	**Advising on Currency Risk at ICICI bank** [HBS: 9-205-074]	14

	tools and techniques for managing foreign exchange risk		
Managing Operational Risk	The learning outcome from the session is that the student can appreciate the different approaches to operational risk management in banks	**Daiwa Bank – Lessons in Risk Management** [ICMR- FINC033]	19
TEST-2	**Sessions 10 to 20**		*TEST-2* **Chapters 7, 14,19,**
Managing Liquidity in Banks	At the end of the session, the student would be able to appreciate the importance of asset liability management in banks in the context of liquidity risk.	**Banc One Corporation: Asset and Liability Management** [HBS: 9-294-079]	8
Managing Banking Risk using Financial Derivatives	At the end of the session, the student would be able to understand the usefulness of Financial and credit derivatives in risk management in banks and be able to explain the different kinds of derivatives.	**Interest Rate Derivatives** [HBS: 9-294-095] **Note on Credit Derivatives** [HBS: 9-205-111]	6 & 23
TEST-3	**Sessions 22 to 29**		*TEST-3* **Chapters - 8, 6, 23**
Regulatory Mechanism to control Bank Risk	At the end of the session the student is able to explain the salient features of the Basel accords from the risk management perspective		17
Risk Management Framework in India	This session enables the student to understand the prevailing risk management framework in the Indian context	**Management of Risks in Indian Banking: Basel-II and its Implications** [IBSCDC: B-CM0011]	

Expectations from Students

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

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

q. In the class discussion student is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.
r. Evaluation is a continuous process at IBS. Every student needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component
s. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

Evaluation Timelines

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

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

Electronic and Web resources: Swayam Videos, Syndicated Databases

Course Code: SLFI604
Course Name: Mergers and Acquisitions

Course Objectives:

Mergers and Acquisitions continue to be amongst the preferred strategic options available to the companies seeking to grow and prosper in the rapidly changing global business scenario. The objectives of this course are two-fold. First, the course is intended to provide a comprehensive background in the strategic, economic, financial and organizational aspects of mergers, acquisitions and divestments. Secondly, the course will seek to provide a practical framework for managerial decision making in the context of acquisition activities, (for example, the determination of exchange ratios between the common stocks of the acquired and acquiring companies). It will feature inputs from contemporary readings and popular case studies on the subject.

Learning Outcome:

This course focuses on the major aspects of mergers and acquisitions as well as other corporate restructuring transactions: deal strategy, deal analysis, and deal design. We will cover the reasons why these transactions are done, the mechanics of the transactions, the valuation of the firms

involved, various aspects of deal structure, and the roles of the parties involved. As such, this course allows the students to pull together material covered in previous finance courses, while also linking financial decision-making with the overall strategy of the firm and dabbling in law, accounting, and organizational behavior.

Recommended Text Book:

- Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions - Donald DePamphilis (Academic Press), 9th edition

Session Plan:

Detailed Syllabus	Chapters in the Text Book	Cases / Papers to be Discussed	Videos and other resources
Introduction to Mergers and Acquisitions environment. Participants in the Mergers and Acquisitions Process. Do M&As pay off for share-holders, bondholders and society?	Chapters 1	1. The New M&A Playbook: The big idea(Harvard Business Review article) 2. Stanley Black & Decker, Inc. (HBS Case)	https://www.youtube.c m/watch?v=WBHzCDgE VQ
Economic rationale of mergers.Common motivations for Mergers and Acquisitions (Theories of mergers), Merger Strategy, Synergy considerations, Regulatory considerations.	Chapters 1 and 2	1.Chase Manhattan Corp.: The Making of America's Largest Bank (HBS case) 2. Assessing Procter &Gamble's Acquisition of the Gillette. (DePamphilis Case 1.2)	https://www.youtube.co m/watch?v=D_7i87DqEvI
M&A Process-The steps: The ten phases: Building the Business and the implementation plans, Search and screening, ***Negotiation***, Due diligence, developing the integration plan, Closing,	Chapters 4 and 5.	1. Exxon Mobil Buys XTO Energy in a Bet on Natural Gas. USA (DePamphilis Case 5.2)	https://www.youtube.co m/watch?v=LpgBGO0aO-

Implementing Post closing integration and Conducting a Post-closing Evaluation. Role of HR and cultural issues in merger success.			
CP Test-1			
Integration: The Role of integration in Successful Mergers and Acquisitions, Viewing Integration as a Process.	Chapter 6	1.Be 1. Best practice: How Emerging giants are rewriting the rules of M&A?(HBR article:May,2009) 2 The Royal Bank of Scotland: Masters of Integration (HBR case). 3.The challenges of Integrating Steel Giants Arcelor and Mittal (DePamphilis case 6.5)	https://www.youtube.com/watch?v=gG9xNElFzRk https://www.youtube.com/watch?v=RfgYDZ4U2iC
Merger and Acquisition valuation, Analyzing risk, Calculating free-cash flows, Alternative approaches to valuation Applying income or Discounted cash flow (DCF) methods. Applying Market-based (Relative Value) methods. Estimating market value of firm's debt. Valuing firms under special situations. Valuing synergies. Valuing options. Real options and their impact on M&As.Valuing liquidity and control.	Chapters 7, 8, 9 and 10.	1.Panda Ethanol Goes Public in a Shell Corporation(DePamphilis case 10.1)	https://www.youtube.com/watch?v=yMlT4qSB8jv
Financial Modeling Basics – for valuations	Chapter – 9	1.AT&T's acquisition of NCR(HBS case)	https://www.youtube.com/watch?v=KRofnruubjk
CP Test-II			

Deal structuring. Choosing the form of payment and financing. Deals that are immediately taxable to the selling shareholders. Framework for structuring the terms of exchange: Finding the win-win deal. Exchange ratio implications.	Chapters 11 and 12.	1.Deals without Delusions(HBR article) 2.Negotiate the spirit of the deal(HBR article) 3. Stock or cash? The Trade-offs for Buyers and Sellers in Mergers and Acquisitions.(HBR article) 4. Teva Pharmaceuticals buys Barr Pharmaceuticals to create a Global Powerhouse. (DePamphilis case 12.2) 5. Evaluating M&A Deals-Announcement Effects, Risk Arbitrage and Event Risk(HBS case) 6.Evaluating M&A deals: Floors, caps and collars.(HBS case)	https://www.youtube.com/watch?v=d1GVWsJUF8
Leveraged buyout structures and valuation. Overview. Common forms of LBOs. Critical success factors. Analyzing LBOs.	Chapter 13	1.Valuing a cross border LBO: Bidding on the Yell Group(HBS Case) 2.Kinder Morgan,Inc-Management Buyout(HBS case)	https://www.youtube.com/watch?v=C1zuu8LBtzc
Corporate Takeover market: Takeover tactics and Anti takeover defenses.	Chapter 3	1. Evaluating M&A deals-How Poison Pills Work(HBS case)	
CP Test-III			
Share repurchases	Chapter 3	1.HUL Share buy back	https://www.youtube.com/watch?v=NTOpui17Ku
Alternative business and restructuring strategies.	Chapters 16 and 17	1.Determining Ownership Distribution in a Joint	https://www.youtube.com/watch?v=nkhYG9wqG

Critical success factors for Business Alliances. Strategic and operational plans, Resolving Business Alliance Deal-structuring issues.		Venture(DePamphilis case 14.1)	Q
Cross- border M&As, Structuring and Financing Cross-Border Transactions, Valuing cross-border transactions.	Chapter 18	1.Wal-Mart's International Strategy Illustrates the challenges and the Potential of Global Expansion(DePamphilis case 17.3)	https://www.youtube.com/watch?v=NmSTTYH1M g

Reference Books:

1. Mergers, Acquisitions and Corporate Restructurings (MAC): Patrick A. Gaughan(Wiley M&A Library)(Sixth Edition)
2. Mergers, Restructuring and Corporate Control: Weston, Chung, Hoag (Prentice Hall)
3. Harvard Business Review on M&A: HBS Press

Evaluation Plan

Component	**Weightage**	**Remarks**
CP	10%	Class tests, surprise quizzes and class performance
CP Test – 1	10%	
CP Test – 2	20%	
CP Test – 3	20%	Project Work
End Semester Exam	40%	
	100%	

Course Code: SLFI612
Course Name: Financial Services

Course Objectives:

- To familiarize students with different financial services extended by the banks and non-banking financial institutions and other financial institutions To develop a framework for recognizing and analyzing management problems in service industries
- To Bring awareness among the students about the tools one should be equipped with for analyzing the fund based and fee based financial services like Leasing, Factoring, Forfaiting, etc.,
- To make the participant understand the role and responsibilities of a financial services provided apart from the disintermediation that the banks do

Expected Learning Outcomes:

Upon completion of this course, students are expected to :

18. Inter relate the various financial services offered by bank, non-bank and other financial institutions and their roles and responsibilities.
19. Determine the rentals for Lease and Hire purchase transfers.
20. Appraise the role of Insurance and credit rating in securing the mortgage securities.
21. Compare and contrast the housing the loan and consumer loans offered by Banks and other financial institutions.

Recommended Text Book:

Financial Services by *M Y Khan,* 9th Edition, 2018, McGraw Hill Publications

Suggested reference books:

- Investment Banking & Financial Services by IUP Publications, 2004
- Financial Services by *Shashi K Gupta& Nisha Aggarwal* , Kalyani Publishers

Course Outline

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Financial services – Introduction	Explain the differentiating features of different financial services like leasing, Hire purchase, Factoring, foraiting etc.	Growing Financial Services in India: Aditya Birla Financial Services Group –HBS Case	1
Leasing	Infer the relative advantages and disadvantages of Leasing as an alternate source of finance.		2

Lease Evaluation	Appraise , lease evaluation from lessor and lessee angles	Practical problems	2
Hire Purchase	Examine Hire purchase as an alternate source of finance as against buying and leasing decisions	Practical problems	3
	TEST 1		
Consumer Credit	Calculate the quantum of finance eligible and the repayment schedule for different consumer loans	Premji Financial Services; Gold Loans – SBT Vs. Muthoot Vs. Mannapuram	3
Factoring & Forfaiting	Compare the services offered by factors& forfaitors, as against the Banks, with respect to collection of receivables	ALAC International – HBS Case Indian Dry Fruits Limited (CRC)	4
Housing Finance	Describe the comparative merits and demerits of housing finance schemes of Banks and financial institutions	Indian Housing Finance Industry at Crossroads Business Model Innovation at HDFC	5
Insurance,Banc assurance;	Recognize the importance of insurance in the personal and business dealings.	LIC Facing Private Sector (CRC)	6
	TEST 2		
Venture Capital and Private Equity	Appraise the different types of private equity and the risks and rewards associated with them	Private Equity – What's Wrong with Private Equity Firms: Ask Mervyns PE Companies: The Strategic Shift	7
Plastic Money	Recite the relative merits and limitation of plastic cards.	American Express: Charging into the Credit Card Industry	
Credit Rating & CIBIL	Explain the importance of credit rating in selling the financial products and	Rating the Credit Rating Agencies	14

	services.	Credit Rating – Shadow Rating – Rating of Lakshmi Vilas Bank Limited	
Securitization – Mortgages and Mortgage financing	Distinguish between the various mortgage securities available in the market.	US Financial Crisis: Fannie Mae & Freddie Mac at the Core US Subprime Mortgage Market A,B & C	5
MFs & Portfolio Management Services	Match the different mutual fund schemes available in the market, with their target groups	Hedge Funds: A Risky Trade Off? (CDC)	9
	TEST 3		
Online Trading & Brokerage Houses	Describe the online trading process.	India-bulls: The Indian Retail Brokerage Firm's Growth Strategies (CDC)	13
SFIs	State the specialized financial institutions in India and their role in facilitating and regulating the financial markets	Infrastructure Development Finance Corporation: The Controlling Battles; Industrial Development Bank of India (IDBI) in 2004 (CDC)	
Prudential Norms & Provisioning for NBFCs	Recite the Income recognition and asset classification norms applicable to banks and NBFCs in India.	www.rbi.org.in	

Expectations from Students

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

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

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

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

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

Evaluation Timelines

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

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

Electronic and Web resources: Swayam Videos, Syndicated Databases

Course Code: SLFI622
Course Name: Quantitative Finance and Financial Modeling using SAS

Course Objectives:

- To learn Base SAS Programming for SAS 9.4
- To test the finance theories & models that were learnt in SA, PMMF, FRM, etc.
- To acquire an applied and advanced knowledge in financial modeling, data analysis and data analytics..

Expected Learning Outcomes:

On completion of the module, students should be able to:

1. Learn the application of SAS software
2. Apply the knowledge acquired in finance courses using the data in SAS software
3. Able to develop financial models using large datasets
4. Learn different research methodology using SAS

Recommended Text Book:

- **QFFM:** NA / Lecture Notes and SAS Knowledgebase

Suggested reference books:

- **QFFM:** Using SAS in Financial Research (2002 or Later),Ekkehart Boehmer, John Paul Broussard, and Juha-Pekka Kallunki, SAS Publishing
- SAS for forecasting time series (2nd Edition), John C. Brocklebank, David A. Dickey, SAS Publishing

Course Outline

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity/NPTEL VIdeos	Chapters
Course Overview - Orientation	Introduction to prerequisites, Course Structure, Student Expectation, Evaluation Criteria and Academic Integrity Policy	Introductory lecture	Lecture Notes / SAS Knowledg ebase
Understanding the SAS Environment	SAS Keywords (DATA, PROC, INFILE, LIBRARY, DATE, TIME, etc.). After completing these topics, the students should be able to import and export raw data in readable formats.	https://www.youtube.com/channel/UC6JU4JQQw-mqS8NqfzeYWgQ	
Data Processing	SAS Statements (Flow Control, if-then-else-end, where, merge, append, KEEP, DROP, DELETE, etc.) Students should be able to further process the read data and manage the variables and datasets for analysis. Merging, Appending, Sub setting of datasets should be learnt and understood.		Lecture Notes / SAS Knowledg ebase
Data Analysis	Statistical Analysis (MEANS, UNIVARIATE, FREQ, TABLE, CORR, TTEST, TABULATE, REG, etc.) Students should be able to analyze and interpret the various outputs arrived at after running the various SAS Procedures. They should learn the common SAS Procedures used in Finance and Financial Economics.	https://www.youtube.com/watch?v=Z229yOq5vjA	Lecture Notes / SAS Knowledg ebase
Test 1	Students will be able to work and learn with real-life hands-on assignment using raw dataset		
Data Analysis (Advanced Topics)	SAS Procedures / Statements (Loop Do-While, RETAIN, ARIMA, AUTOREG, TIMESERIES, IML, LAG, %macro, etc.) Students should be able to understand and apply SAS Procedures and Statements for arriving at Time Series Statistics. They should comprehend and interpret the usage of various advanced time series procedures and statements.		Lecture Notes / SAS Knowledg ebase

Asset Pricing	Asset Pricing Models (CAPM, Single Factor / Multi Factor, Valuation of Stocks, Estimating Beta). After completing this topic, students should be able to model asset return distributions and also apply CAPM for valuation of stocks.		Lecture Notes / SAS Knowledg ebase
Portfolio Management	Markowitz Model, Efficient Frontier, Portfolio Evaluation (Sharpe's Ratio, Treynor's Ratio), Portfolio Selection. Students should be able to determine optimal portfolio weights, efficient frontier and also test the timing and selection skills of portfolio managers.		Lecture Notes / SAS Knowledg ebase
Options Pricing Models	Binomial Option Pricing Model, Black & Scholes Option Pricing Model, Forecasting Volatility, Modeling Implied Volatility, Volatility Index. Students should learn to compute the Option Pricing Models using SAS and understand and interpret the outcomes.		Lecture Notes / SAS Knowledg ebase
Test – 2	Students will be able to work and learn with real-life hands-on assignment / model using raw dataset		
Fixed Income Securities	Valuation of Convertible Bonds, Forward Rates, Application of Bootstrapping, Modelling Term structure of Interest Rates, Bonds in Portfolio Management, Application of Duration and Convexity. Students should be able to understand the valuation and use of fixed income securities in portfolios.		Lecture Notes / SAS Knowledg ebase
Value at Risk (VAR)	Parametric and Non-Parametric Estimation of VaR, VaR of Portfolio (Stocks, Options, Bonds). Students should be able to learn and apply the concepts of Value at Risks in the context of various combinations of portfolio.		Lecture Notes / SAS Knowledg ebase
Event Study	Event Study Methodology, CAR. Should learn the Event Study Methodology and Interpret the implications of the same in real life scenarios of Business and Economy.		Lecture Notes / SAS Knowledg ebase

Project Presentation	Student will be presenting his / her findings from the research project that they would have completed using SAS Data Analysis and Modelling.		
Algorithmic Trading / High Frequency Trading	HFT / AT / Program Trading, Measuring Costs, Trading Strategies, Buy/Sell Identification (Tick Test, LR Algorithm). Student should learn and understand the importance of the AT and HFT in the current market microstructure and identify the trends.		Lecture Notes / SAS Knowledg ebase

Expectations from Students

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

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

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

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

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

Evaluation Timelines

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

Component	Component Number			Weightage
Test 1	1			**10**
CP 1	2			**10**
Test 2	3			**10**
CP 2	4			**10**
Project Report & Presentation	5			**20**
End Term	6			**40**
	Total			**100**

Electronic and Web resources: Swayam Videos, Syndicated Databases

- https://www.youtube.com/watch?v=dwKfZq9lPFM&list=PL7CB9B66A2F4FB9B3
- https://www.youtube.com/watch?v=rc-ed_0pG3o
- https://support.sas.com/en/knowledge-base.html
- https://support.sas.com/en/software/base-sas-support.html#documentation
- https://communities.sas.com/

Course Code: SLFI609
Course Name: Portfolio Management and Mutual Funds

Course Objectives: The objective of Portfolio Management and Mutual Fund course is to provide students an overview of construction, management and rebalancing of a portfolio and mutual funds.

Learning Outcome:

By the end of the course, student will learn:

1. Understanding objectives and constraints and preparing investment policy statement
2. Construction, management and rebalancing of portfolios based on risk and return parameters.
3. Various asset pricing models and portfolio selection models
4. Constructing minimum variance portfolio and evaluation of portfolio performance
5. Various equity and bond portfolio management strategies and using derivatives in portfolio management
6. Mutual funds, various documents, investment plans and regulatory framework associated with mutual funds.

Recommended Text:

- **Modern Portfolio Theory & Investment Analysis** by Elton, Gruber, Brown and Goetzmann, Wiley India (*EGBG*)
- Investments – Bodie, Kane, Marcus and Mohanty (*BKMM*)
- Investment Analysis & Portfolio Management – Reilly & Brown (*RB*)

Detailed Syllabus	Chapters in EGBG	Chapters in BKMM	Cases / Papers/Tool to be Discussed
Introduction to Portfolio Management, Necessity of investment policy, Inputs to a policy statement, Investment motives or goals (long term high priority/low priority and short term high priority/low priority goals) Risks in investment, Investment constraints, Characteristics of Portfolio, Diversification, Risk and Return characteristics, Asset allocation, Combinations of two risky assets revisited	Chapter 1, 4& 5		• Hewlettee Foundation • **Demonstration through Excel**

(short sales not allowed): Perfect positive correlation, perfect negative correlation, zero correlation, intermediary correction.			
Minimum Variance Portfolio, Efficient Frontier (with and without short sales), Single Index Model, Beta Estimation and Forecasting, Portfolio Optimization - Markowitz risk return optimization	Chapter 6,7 & 9	Chapter 7 & 8	• **Demonstration through Excel**
Sharpe's optimization, Lintner's method of Short Sales, Asset Allocation & Risk Profiling Questionnaires, Utility Analysis – Absolute and Relative Risk Aversion;	Chapter 2 (RB) Chapter 11&12		• **Demonstration through Excel**
NCP-I			
Risk Tolerance functions , Asset Pricing – CAPM (Basic & Non Standard forms), APT – Principle of No Arbitrage, Equilibrium model, Estimation,	Chapter 13 & 16	Chapter 9, 10, & 13	
Comparison with Multi Index model, Fama French 3 factor model, Other Portfolio Selection Models – Geometric Mean and Safety First	Chapter 8 &12		Portfolio Selection Models: Comparative analysis and application to the Brazilian Stock Market (Research Paper)
Portfolio Revision – Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan			
Equity Portfolio Management Strategies – Active v/s Passive Management Strategies, Index Funds, Customized funds, Core & Satellite Portfolios Passive portfolio management Strategy, Style Analysis, Attribution Analysis, Evaluation of actively managed portfolios, Benchmark based performance evaluation, Strategic, Integrated and Tactical Asset Allocation, Portfolio management using futures and options	Chapter 25&27	Reilly and Brown Chapter 16	• Investment management at Harvard management company(FINC056)
NCP-II			

Evaluation of Portfolio Performance – Return based (Money Weighted v/s Time Weighted), Early and Composite Portfolio Performance measures – Sharpe's ratio, Treynor's ratio, Jensen's alpha, Sortino ratio Fama's decomposition of overall return, Market timing ability, Stock selection ability	Chapter 25		• Measuring mutual fund performance
Bond Portfolio Management – Duration, Shift and Immunization, Passive and Active Strategies in managing bond portfolio	Chapter 21 &22		
NCP-III			
Overview of Indian Mutual funds, Structure of mutual funds. Types of mutual funds, advantages and disadvantages of mutual funds, NAV, NFO, Offer document, Scheme Information Document (SID), Key Information Memorandum (KIM), Scheme Additional Information (SAI)		Chapter 24 (RB)	• Asset Management Industry • ETF at Vanguard(A) • Introduction to Mutual Funds (Note)
Systematic Investment Plan (SIP),Systematic Withdrawal Plan (SWP) and Systematic Transfer plan (STP)			• Additional Reading Material Provided
SEBI guidelines and other regulatory aspects of mutual funds. Role of AMFI			• Handout

Evaluation Plan

COMPONENTS	WEIGHTAGE
Class Participation	30%
NCP-Test	30%
Comprehensive End Semester Examination	40%
TOTAL	100%

Course Code: SLFI610
Course Name: Project Appraisal and Finance

Course Code: SLF1610		Course Title: **Project Appraisal and Financing (PAF)**	
Course Objectives	• This course enables the students to learn project financing in depth including assessing the real option values embedded in the projects. • They can learn different models of financing projects by creation of SPVs. In short it enables to be financial architects to model the financial deals to mitigate project risks.		
Topics	***Chapter Objectives***	***Learning Outcomes***	***Cases details***
Introduction	To explain the students as to how to appraise the project and how project financing is different from corporate financing	Students will get an overview of project appraisal and financing and its importance to corporate.	1. Ocean Carriers
Cost of Capital	To explain different methods of calculation of cost of capital.	To understand the importance of cost of capital and how its effect on project selection	1.Midland Energy Resources 2.Business Valuation and Cost of capital * 3. Note on APV *
Project Cash-flow Estimation and Project Selection	To prepare project cash flows and project selection criteria	Students will be able to select best out the available projects.	1. Flash Memory Inc. 2.MIRR a better measure *
Capital Rationing and Project Selection	To explain project selection under capital rationing Prepare them for simulation game	Students will be able to select projects in fund restricted situation	New Heritage Doll Company
Risk Analysis and Project Selection: Sensitivity Analysis, Scenario Analysis, Ratio Analysis and Simulation	Risk Analysis and Project Selection: Sensitivity Analysis, Scenario Analysis, Ratio Analysis and Simulation	To understand various risks in projects and ways to mitigate risk	South-port Minerals
	To hand over simulation game to students	Students will get on hand experience on project selection when there is a budget constraint	Pit-falls in evaluating risky projects *
Real-options	Real-options in Capital Budgeting: Decision Trees and Black Scholes Mortan models Application of Real options	Students will be able to appreciate that projects have real options embedded in them which can effect project **selection**	1.Real Option Exercises* 2.Bidding for Antamina 3.Investment Opprotunities as Real Options *

Project Finance: Introduction, Project Finance v/s Corporate Finance, Use of project Finance	To explain how project fiancé can be used and how it is different from corporate finance	To understand how what is project finance and how corporate risk can be mitigated using project finance	1.BP- Amco (A) 2.BP- Amco (B) 3.An overwview of project finance 2009 update * 4.Note on Caspian Oil Pipelines *
Social Cost-benefit Analysis of Projects LM and UNIDI O approaches	To explain what is SCBA and various methods of calculation of ERR	To understand Social Cost-benefits of Projects	1.Nghe An Tate 2.An Economic Framework for Assesing Development Impact *
Structuring Project Finance: Sources of Financing, Choice of Financing, Factors Affecting Financing, Effect of Valuation	To explain Structuring Project Finance: company	Students will be able to understand and apply different models of project structuring.	1.HK Disneyland 2.Petrolera Zuata
Basel II Accord and Project Finance	To explain how bankers viewed the riskiness of project financing loans	Project finance from Bankers perspective	Basel II
Project Finance in Emerging markets	Project Finance in Emerging markets	Students will understand the current scenario	Chad - Cameroon Project
Forming a Project Company Detailed Project report	Forming a Project Company Preparation of DPR	Students will understand the usefulness of creation of SPV in financing risky projects.	Australia - Japan Cable
Prescribed Text Book: Projects by Prasanna chandra **Reference Readings: Project financing by Stefano Gatti**			

EVALUATION PATTERN								
Component	CP 1	TEST 1	CP 2	TEST 2	CP 3	TEST 3	TERM END	TOTAL
Weightage (%)	10	10	10	10	10	10	40	100

INSTRUCTIONS TO STUDENTS:

1) Attend the classes regularly. Minimum attendance required for the course is 75%. Late comers will be marked Absent
2) Students who do not fulfill the required minimum attendance criteria will be given 'F 'grade, even though they score good marks in a test.
3) No makeup tests will be conducted for the tests not taken by the student on scheduled dates. Conducting a makeup test is at the discretion of the faculty member. The student cannot claim it as a right.
4) Come prepared to the class by reading the prescribed case / chapter scheduled for the day, so that class room discussions would be brisk and meaningful and facilitate learning.
5) Seek clarification for your doubts in the class room itself, so that others too, would get benefitted of them. Please note that no doubt is too small to be dealt in the class room.

6) Coming late, wearing dress other than the formal ones, using cell phones, bringing the newspapers / periodicals, cross talking, sitting in a seat other than the allotted ones, giving proxy attendance in the class are strictly prohibited.
7) Do not indulge in unfair practices in and outside the class room, tests / assignments /examinations, etc. They warrant disciplinary action.
8) Please refer to IFHE Code of Conduct and Discipline Rules given in the Student's Hand Bok. Follow discipline to avoid its enforcement.

Course Code: SLBK603
Course Name: International Banking

Course Objectives:

- Provide the students an essential exposure to international monetary system and international banking operations
- Understanding the foreign exchange market
- Calculate the exchange rates and determine the exchange rates for different customer transactions.
- Appraise the risks involved in international trade transactions
- Describe the regulatory framework for International banking operations

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

1. Gain the requisite knowledge for assuming positions in domestic and multinational banks that are actively engaged in international banking activities.
2. Assess and analyzer international financing decisions
3. Determine and forecast exchange rates
4. Take measures to mitigate risks in international transactions and take advantage of opportunities in the global markets.

Recommended Text Book:

Foreign Exchange Practice, Concepts & Control: by C. *Jeevanandam*16th Edition, Sultan Chand & Sons

Suggested reference books:

- International banking operations by *Indian Institute of Banking and Finance,* 2nd edition, Macmillan publications

Course Outline

TOPIC	LEARNING OUTCOMES	CASE DETAILS	Ch
Introduction to International banking	• Become familiar with Globalization concept and understand significance of international trade. • Appreciate the role of international banking in the international business.		1
International Trade theories	• Understand the importance of international trade and exchange system	The economic gains from trade- Comparative	2

	• Explain the essence of theories of international trade.	advantage: **HBS 9-796-183**	
Balance of Payments	• Comprehend the BOP statement, its constituent elements, and analyze them	Reading the Balance of Payments **HBS: 9-705-025**	3
International Financial organizations	• Conversant with the organization and functions of WTO and trade blocks • Appreciate the roles of IMF, IBRD, BIS, IFC, ADB, etc. in international finance	World Trade Organization **HBS: 9-703-015** International institutions **HBS: 9-796-116**	4
Foreign Exchange Market in India and abroad	• Conversant with the international foreign exchange markets, their timings, players, intermediaries, regulators etc.	Foreign Exchange Markets and Transactions **HBS: 9-205-016**	5
International banking products and services	• Become conversant with the deposit, loan and service products offered by a foreign exchange designated bank	A glance at the web site of any forex designated bank branch, to know	5,32
Correspondent banking	• Appreciate the need for correspondent banking relationship and understand the different services provided by the correspondent banks		5,32
Day to day Foreign Exchange transactions in a Designated Bank branch	• Elucidate the various transactions in a foreign exchange designated bank branch like Currency /. T.C purchase and sale; opening of L.C, Negotiation/ purchase /collection of export bills etc., • Ascertaining the different exchange rates applicable for different business transactions	A glance at the web site of any forex designated bank branch, to know the transactions and application of applicable exchange rates	5, 32
Basics of Exchange Arithmetic	• Understand the two ways quotes for various transactions and their constituent elements there in	Solving the practical problems in the class	12
Exchange rate determination for Export and Import transactions and their cancellation	• Calculate exchange rates for export and import trade transactions and cancellation there of	Solving the practical problems in the class	12
TEST 1	Sessions 1-10	Chapters 1-5,12,32	
Exchange rate determination for Forward contracts and their cancellation	• Calculate exchange rates for export and import trade transactions and cancellation there of	Solving the practical problems in the class	12
Rollover of contracts	• Compute the payoff for rollover of forward contracts	Solving the practical problems in the class	12

Salient features of FEMA	• Comprehend the FEMA regulations related to Non-resident accounts, remittances in and out of India, and foreign investments		5
Non -Resident Accounts	• Conversant with the opening and operations in the non-resident accounts • Compare and contrast the NRO, NRE, FCNR accounts • Understand the need for opening the RFC account	Accounts in India by Non-Residents (www.rbi.org.in)	31
Foreign currency accounts for the resident Indians	• Explain the opening and maintaining the RFC D, EEFC, DDA and other foreign currency accounts permitted to be opened by resident Indians	RBI Master circulars	31
Remittance of Foreign Currency	• Comprehend the remittance facilities available to NRIs • Understand the remittance facilities available to resident Indians	RBI Master circulars	17
International Capital Flows	• Describe the foreign investments in India, and analyze their differentiating features	Protecting the Foreign Investors **HBS: 9-706-044**	31
Methods of settlement in International Trade and INCO terms	• Understand, the different methods of settlement of international trade transactions like advance payment, direct export, Collection of Bills, letters of credit etc • Able to explain the significance of INCO terms	Note on international trade finance.**HBS: 9-211-007**	18, 23
Exchange and Trade control mechanism in India	• Appreciate the method of exchange control by RBI and trade control by DGFT	Export and Import of goods and services (www.rbi.org.in)	18, 30
TEST 2	Sessions 12-20	Chapters 5,12,17,18,23,30,31, and Reading material	
Documentary Credits	• Define a documentary credit, and state the different types of letters of credits and the various parties to a letter of credit • Describe the L.C Mechanism	Noble Group **HBS :9- 210-021**	19
Negotiation of documents under L.C	• Conversant with the salient features of UCPDC-600 • Precautions to be taken while negotiating documents under L.C	Practical exercises	19
Bank Finance for Exports and Imports	• Able to explain packing credit, import loan, discounting &purchase of bills etc.,	Financial assistance to Exporters and Importers: http://www.eximbankindia.	24, 27

		in	
Incentives to Exporters	• Enumerate the various benefits available to exports	RBI master circular	
EXIM Bank	• Understand the role of EXIM Bank in promotion of export	Exim Bank web site	24, 27
Risk Management in International Trade	• Elucidate the different types of risks in international trade		7,10, 11,28
Credit risk Management	• Explain the importance of foreign exchange derivatives and credit derivatives in International trade	A note on credit Derivatives **HBS: 9-205-111**	7, 10
Insurance and risk management	• Appreciate the role of ECGC in Export trade • Understand the importance of marine insurance in export trade		11, 28
Test 3	Sessions 22-29	Chapters: 7,10,11,19,24,27,28	
Alternate sources of finance to Exporters	• Examine; Factoring, Forfaiting ADR, GDR, etc. as alternate sources for export finance.	A note on Depository Receipts **HBS: 9-803-026**	32, 33
Basel norms on trade finance	• Explain the impact Basel Capital norms (Basel I-II /III) and leverage requirements to trade finance by banks	Trade finance treatment under Basel norms www.bis.org	
Foreign Trade Policy of India	• Comprehend the salient features of the foreign trade policy of India.	Latest Exim Policy (www.eximin.net)	

Expectations from Students

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

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

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

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

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

Evaluation Timelines

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

Component	Component Number			Weightage
Test I	1			**15**
Test II	2			**20**
Test III /Project	3			**15**
Class Participation	4			10
End exam	5			**40**
	Total			**100**

Electronic and Web resources: Swayam Videos, Syndicated Databases

Marketing Area Electives

Course Code: SLMM627
Course Name : Rural Marketing

Course Objectives

The course is designed to enable students to get an appreciation of Markets in Rural India. To elaborate further, this course aims to help the student…

- To identify the rural myths and the importance of Rural Markets.
- To verify the opportunities and Challenges in Rural India
- To analyze the strategies and practices for entry and sustainability in Rural Markets

Learning Outcomes

At the end of the course, the student is expected to

1. Develop an appreciation for the theory and practice of Rural Marketing
2. Develop a broad perspective of how Rural Markets operate.
3. Understand as to how organizations strategize to succeed in Rural Markets.

Text Books

As no single book would cover the entire course, we propose to rely on a combination of books viz.,

Recommended Text Book:

- *Rural Marketing*- Pradeep Kashyap, 3rd Edition, 2016, Pearson Publication **(PK)**

Suggested books:

- *Rural Marketing – Targeting the Non-urban consumer,* Sanal Kumar Velayudhan, 2007, Response Books. **(SKV)**
- Rural marketing -Awadesh Kumar Singh, Satyaprakash Pandey, New Age International Publications **(AS)**

Course Outline

Topic		Content/Case/Readings	Chap Read
Introduction	•	• Introduction to the course	
Rural Markets & Scope of the rural market	•	• India's Amul – Keeping up with the Times **(Case code: HBS: 9-516-116)**	PK - SKV
Rural Economic and Marketing Environment	•	• SEWA trade facilitation center - Changing the Spool **–(Case code: HBS: 9-810-044)**	PK - SKV
Understanding the Rural buyer / Consumer Behaviour	•	• Unilever in India: Hindustan Lever's Project Shakti **(Case code: HBS: 9-505-056)**	PK - SKV
Rural Marketing Research - New Age Innovation in Rural Research	•	• Market Research on Effectiveness of Product Promotion Activities of Tata Shakti GC Sheets **–(ICMR-MKTG309)** • ***Selecting a Research Project***	PK - SKV AS -
TEST 1			
MNCs in Rural India	Discussion/ **Guest Lecture**		
Rural Market Segmentation and BoP markets	•	• Tata Motors: The Tata Ace - **(Case Code: HBS: 9-108-011)**	PK - SKV
Hatts &, Melas		**Student's Documentary**	
Rural Product Management Strategy	•	• Hindustan Unilever's 'Pure it' Water Purifier. **(Case code: HBS: 9-511-067)**	PK - SKV
Pricing Strategy in Rural Markets	•	• Sarvajal: Water for All **(Case code: HBS:9-211-028)**	PK - SKV
Innovative Rural Distribution and Channel management	•	• The ITC eChoupal Initiative **(Case code: HBS: 9-604-016)**	PK - SKV -
TEST 2			
Future of Rural Marketing	Discussion/ **Guest Lecture**		
Communication Strategy in Rural Markets and Rural Information System	•	• Lifebuoy "Swasthya Chetna": Unilever's Social Marketing Campaign **(ICMR**	PK - SKV – &

		Code: MKTG147)	
Rural Retailing	•	• Haryali Kisaan Bazar – A Rural Business Initiative **(Case code: HBS: 9508012)**	SKV – 1(
Rural Non- farm products marketing		Discussions / Students' Documentary	SKV -
Project Presentations			
Revision			

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Class Participation	2			**10**
Class Participation	3			**10**
Test	1			**10**
Test	2			**10**
Group Project	3			**10**
End exam	At the end of the semester			**40**
	Total			**100**

Course Name: Marketing Research

Course Objective: The course will develop the skills necessary to do *independent* marketing research (Problem Identification, Research Design, Data collection, Data analysis, and communicating research results). Augmented with case studies, lectures, and research notes, course aims to deepen the understanding of methods for collecting, analyzing, and summarizing data pertinent to solving marketing problems.

Learning Outcomes: At the end of the course a student should:

- Be able to translate a marketing problem into a feasible research question.
- Should understand and execute a marketing research project independently.
- Should possess basic knowledge and skill of Marketing research data analysis.

Recommended Text Book: Marketing Research: An Applied Orientation, 6/e by Naresh K Malhotra, Satyabhushan Dash. Indian Edition: Pearson.

Suggested books:

- Multivariate Analysis by Hair,Black,Babin,Anderson and Tatham,sixth Edition,Pearson Publication
- Marketing Research: A South Asian Perspective, By: Gilbert A, Churchill Jr., Dawn Iacobucci and D Israel. Indian Edition: Cengage Learning.
- Introduction to Qualitative Research, By Uwe Flick – 4th South Asian Edition. Sage

Software Requirements:

- SPSS Version 21.0 ,Excel ,R Studio

Course Outline

Topic / Area Covered	Case / Article	Case details	Chapter Reading
Introduction to Marketing Research(Research Process)	Background Note: Marketing Research	Harvard Business Publishing: Product No. 592013	Chapter 1
Introduction to Marketing Research (Types of Marketing Research)	Background Note: Marketing Research	Harvard Business Publishing: Product No. 592013	Chapter 3,4
Exploratory Research Design (Focus Group Interviews)	Class Based Activity https://www.youtube.com/watch?v=k2MEaNMmnLQ		Chapter 5
Descriptive Research Design (Survey Method and Types)	Background Note: Research Methods in Marketing: Survey Research	Harvard Business Publishing: Product No. 582055	Chapter 6
Measurement and Scaling:	Case: Harvard Graduate	Harvard Business	Chapter 8

Fundamentals (Comparative Scaling)	Student Housing Society	Publishing: Product No. 505059	
Measurement and Scaling: (Noncompetitive Scaling)	Case: Harvard Graduate Student Housing Society	Harvard Business Publishing: Product No. 505059	Chapter 9
Questionnaire Design Techniques	Background Note: Questionnaire design and Development (Class exercise)	Harvard Business Publishing: Product No. 590015	Chapter 10
Test- 1			
Introduction to SPSS (Ver 22.0) or SAS Enterprise Guide 4.2	Class Based Activity		Chapter 14, 15
Multiple Linear Regression Analysis (Basic Fundamental)	Case: Dell Direct	Course Book: Page772-776, 551	Chapter 17
Multiple Linear Regression Analysis (inclusive of Dummies)	Case: Dell Direct	Course Book: Page772-776, 551	Chapter 17
Multiple Linear Regression Analysis (inclusive of Dummies)	Case: Dell Direct	Course Book: Page772-776, 551	Chapter 17
Logistic Regression Analysis	Case: Probability of consumer loyalty	Course Book: Page575-577	Chapter 18
Two- Group Discriminant Analysis	Case: Household visit to resort	Course Book: Page , 558-568	Chapter 18
Two- Group Discriminant Analysis	Case: Household visit to resort	Course Book: Page , 558-568	Chapter 18
Topic / Area Covered	Case / Article	Case details	Chapter Reading
Principal Component Analysis and Principal Axis Factoring (Basics and Marketing Application)	Case: Dell Direct	Course Book: Page772-776, 611	Chapter 19
Principal Component Analysis and Principal Axis Factoring (Varimax Rotation)	Case: Dell Direct	Course Book: Page772-776, 611	Chapter 19
Principal Component Analysis and Principal Axis Factoring (Oblique Rotation)	Case: Dell Direct	Course Book: Page772-776, 611	Chapter 19
Cluster Analysis: Hierarchical	Case: Using HCA to Classify Motor Vehicles (Developed by IBM	Available Online: http://www-01.ibm.com/support	Chapter 20

	SPSS)	/knowledgecenter/SSLVMB_22.0.0/com.ibm.spss.statistics.cs/spss/tutorials/twostep_cars_intro.htm	
Cluster Analysis: Hierarchical	Case: Using HCA to Classify Motor Vehicles (Developed by IBM SPSS)	Available Online: http://www-01.ibm.com/support/knowledgecenter/SSLVMB_22.0.0/com.ibm.spss.statistics.cs/spss/tutorials/twostep_cars_intro.htm	Chapter 20
Multidimentional Scaling	MDS procedure Label the dimension and configuration spss.statistics.	To be given in the Class	Chapter 21
Multidimentional Scaling	https://www.youtube.com/watch?v=Zu1Ya48dgE4	https://www.youtube.com/watch?v=38XzZ6rb79o	Chapter 21
Causal Research Design : Experimentation	Article: Boost Your Marketing ROI with Experimental Design	Harvard Business Review: Product No.: R0109K	Chapter 7
Causal Research Design : Experimentation	Article: Boost Your Marketing ROI with Experimental Design	Harvard Business Review: Product No.: R0109K	Chapter 7
Causal Research Design : Experimentation	ANOVA/ANCOVA/	To be given in the Class	Chapter 7
Causal Research Design : Experimentation	MANOVA/MANCOVA	To be given in the Class https://swayam.gov.in/course/4471-design-and-analysis-of-experiments	Chapter 7
Conjoint Analysis	Background Note: Conjoint Analysis A Manager's Guide	Harvard Business Publishing: Product No. 590059	Chapter 21
Conjoint Analysis	IBM SPSS Conjoint 21-Manual	Available Online (Free): ftp://public.dhe.ibm.com/software/analytics/spss/documentation/statistics/22.0/en/client/Manuals/	Chapter 21

		IBM_SPSS_Conjoint.pdf	
Report Preparation and Presentation	Class Based Activity		Chapter 23
Report Preparation and Presentation	Class Based Activity		Chapter 23
Report Preparation and Presentation	Class Based Activity		Chapter 23

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			10
Class Participation	2			10
Class Participation	3			10
Test-1	1			10
Test-2	2			10
Test-3	3			10
End exam	At the end of the semester			40
	Total			100

Course Objective: This course is designed to

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

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

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

Text Book

- Business to Business Marketing: Relationships, Networks, and Strategies ,Nick Ellis and Soumya Sarkar, Oxford University Press

Suggested Reference Books:

1. Industrial Marketing Analysis, Planning and Control by Robert.R.Reeder, Edward.G.Briety & Betty.H.Reder, Prentice-Hall of India Pvt. Ltd, New Delhi.
2. Business Marketing (3rd Edition), Robert F. Dwyer, John F.Tanner Tata Publishing Co.Ltd.
3. B2B Marketing (Eleventh Edition), Michael D.Hutt, Dheeraj Sharma & Thomas W.Speh, CENGAGE Learning

COURSE OUTLINE FOR B2B

Session wise activity	Learning Outcomes	Pedagogical Tools & T B Reading
Class discussion	Similarities & Differences between	TB Ch - 1 HBR Article (1)
TB: Introduction: Significance; Characteristics; &		

Relationships. **Article-1:** What is Industrial Marketing (592012-PDF-ENG)	B2B & B2C marketing	HBR Case (1)
Case-1 discussion: FreeMarkets OnLine (598109-PDF-ENG)		
Class discussion: **TB:** Organizational Buyer Behaviour: Types of buyers; Decision Making; Influences on DM. **Article-2:** Industrial Buyer Behavior (582117-PDF-ENG)	Role of softer social elements; Decision making process	TB Ch - 2 HBR Case (1) HBR Article (1)
Case-2 discussion: Ring Medical (589046-PDF-ENG)		
Class Discussion **TB:** Business Marketing Planning & Strategies: Marker research; Supply / Demand chain management; STP; Branding for B2B markets. **Article-3:** How to segment industrial markets (84312-PDF-ENG)	Marketing audit; Positioning &repositioning; Financial implications of B2B branding.	TB Chs – 6,7 HBR Cases (2) HBR Articles (1)
NCP TEST-1		
Case-3 discussion: Emotiv Systems (510050-PDF-ENG)		
Case-4 discussion: Building brand Infosys (513003-PDF-ENG)		
Class discussion **TB:** Business Products &Services: Classification; Characteristics; New Product/service development;	Product-service combinations; Product Life Cycle.	TB Chs – 8,9 HBR Cases (2)
Case-5 discussion: Loctite Corporation : Industrial Product Group (581066-PDF-ENG)		
Case-6 discussion: Kone : The MonoSpace Launch in Germany (501070-PDF-ENG)		
Class discussion **TB:** Pricing in B2B Markets: Pricing decisions; Pricing Strategies. **HBR Article-4:**Industrial Pricing to Meet Consumer Needs(78609-PDF-ENG)	Value perceptions in B2B markets; Relevance of Discounts;	TB Ch – 10 HBR Cases (2) HBR Article (1)
Case-7 discussion: Atlantic Computers : A Bundle of pricing options (2078-PDF-ENG)		
NCP TEST-2		
Case-8 discussion: Signode Industries, Inc (A) (586059-PDF-ENG)		
Class discussion **TB:** B2B Marketing Communication: Elements of Communication; IMC; Effectiveness of B2B media. **HBR Article-5:** How B2B Marketers Can Get Started with Social Media (H02L2Z-PDF-ENG)	Linking marketing communication to channels; Impact of Social Media in B2B context.	TB Ch – 11 HBR Cases (2) HBR Article (1)

Case-9 discussion: Building Social Media Culture at Dell (514096-PDF-ENG)		
Case-10 discussion: Jones Lang LaSalle: Reorganizing around the Customer (410007-PDF-ENG)		
Class discussion	IORs in various contexts; Network Relationships; KAM approaches.	TB Chs – 3,4,5,& 12 HBR Cases (4) HBR Articles (2)
TB: Marketing Channels & IORs: Business relationships; Role of channels; Channels to Chains; Personal Selling; Organizing Sales force; **HBR Article-6:**Turn Your Industrial Distributors into Partners (86207-PDF-ENG) **HBR Article-7:** Industrial Selling - Beyond Price and Persistence (85212-PDF-ENG)		
Case-11 discussion: Siebel Systems: Anatomy of a Sale (Part 1,2&3) (503021-PDF-ENG; 503022-PDF-ENG; 503023-PDF-ENG)		
Case-12 discussion: Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction (593080-PDF-ENG)		
Case-13 discussion: Centra Software (502009-PDF-ENG)		
NCP TEST-3		
Case-14 discussion: Atlas Copco (A): Gaining and Building Distribution Channels (588004-PDF-ENG)		
Future of B2B Marketing & B2B marketing in India	Challenges & Opportunities – abroad & domestic.	HBR Article (1)
HBR Article-8: Beyond the Exchange - The Future of B2B (R00614-PDF-ENG)		

Course Code: SLMM604
Course Name : Services Marketing

Course Objectives:

1. To provide a thorough understanding of services marketing concepts and their application in a changing business environment.
2. To demonstrate an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services in a local as well as global context.
3. To recognize the importance of leadership and decision making in services marketing context.
4. To develop skills that enable students to tackle ethical issues in service businesses.
5. To enable students to communicate effectively about service marketing issues in oral presentations and written reports.

Learning Outcomes:

Upon completion of this course, students are expected to:

1. Acquire an understanding of services marketing concepts & theories in a changing business environment.
2. Comprehend an understanding of cross-cultural challenges in managing quality services.
3. Develop leadership and decision making skills to deal with achieving goals under pressure situations in service firms.
4. Recognize the importance of ethical decisions in a services marketing context.
5. Communicate effectively about service marketing issues in oral presentations and written reports.

Recommended Text Book:

- **Services Marketing**: Integrating Customer Focus across the Firm by *Valarie Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit*, 6th Edition, 2013, TMH

Suggested reference books:

- **Services Marketing** – People, Technology, Strategy by Christop*her Lovelock, Jochen Wirtz, Jayanta Chatterjee,* 6th edition, 2010, Pearson
- **Marketing Services**: Competing through Quality by *Leonard L. Berry and A. Parasuraman*

Course Outline

Topic	Learning Outcomes	Case studies	Chapters
Introduction to Services Marketing	1. Characteristics of Services (4Is) 2. Classification of Services. 3. Services Marketing Strategy 4. Service Innovation in the digital world.	**Article: Frei, Frances X., 2008, The Four Things a Service Business Must Get Right**, Harvard Business Review; Apr, Vol. 86 No. 4, pp. 70-80. Swayam Video: By Dr. Ravishanker https://www.youtube.com/watch?v=5MBEHY7Q0Ls&index=155&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	1

Service Quality Dimensions and Gap	1. The dimensions of services quality and its impact on consumer decision making 2. Overview of Service Quality Gap model	Lecture	2, 4
Services Mktg. Mix and Customer Decisions	1. 1. Elements of Services Marketing Mix (7 Ps of Services Marketing) 2. Customers' expectations and perception about a service and how does it impact customer satisfaction? 3. Customer Decision making in Services	**Starbucks: Delivering Customer Service** Product Code: 504016-PDF-ENG; Publication Year: 2006 Industry: Retail (Non Alcoholic Beverages) *https://cb.hbsp.harvard.edu/cbmp/content/6504-AVO-ENG*	1, 3, 4
Service Innovation and Customer Standards	1. Managing Service Innovation and Design 2. Establishing customer defined service standards 3. Learning through Experiments	**Bank of America (A)** Product Code: 603022-PDF-ENG; Industry: Banking	8, 9
TEST-1	**Sessions 1 to 9**	***TEST-1*** **Chapters - 1, 2, 3, 4, 8, 9, 10**	
Customer Standards, Servicescape, Employee Roles & Service Profit Chain	1. Managing customer Centric Service Standards across different cultures (Hard and Soft Standards) 2. Role of service environment in delivery of an organization's overall value proposition (Services capes) 3. Role of employees in service delivery and challenges associated with it in a global marketing context 4. Service Profit Chain	**The Ordinary Heroes of the Taj** R1112J-PDF-ENG Publication Year: 2011	9, 10, 11
Customer Role and Instrumental & Normative Strategies	1. Role of Customers in Service Delivery and its impact on service quality 2. Instrumental and Normative Strategies	**Zip Car: Influencing Consu. Bhvr.** Product Code: 605054-PDF-ENG; Industry: Car Rental	12
Product to Service philosophy change in strategy; Outsourcing & Service	1. The challenges which a company faces for moving from product to service strategy 2. The risks and benefits of outsourcing a service from the perspective of outsourcing company and the third party	**Dell Computers (A): Field Service For corporate clients** Product Code: 603067-PDF-ENG Industry: Low end server related services	1, 2, 4, 12

Wrapper	3. Service Wrapper		
Service Delivery using Technology	1. Delivering Services through electronic channels and common issues associated with it 2. Technology Acceptance in Services	**Spotify** Product Code: 516046-PDF-ENG Industry: Online Music Streaming	4, 12
Service Encounters	What are the various types of services encounters, what their ultimate goal is and how an organization can progress from one type of service encounter to the other type?	**Video Session:** **Types of Service Encounters (by Ron Kaufman)**	4
Service Failure & Recovery	1. Customer and Employee Behavior in a crisis situation 2. Sources of service failures 3. Recovery strategies which can be used by a service provider 4. Service Recovery Paradox	None	7
TEST-2	**Sessions 11 to 20**	***TEST-2*** **Chapters - 4, 7, 9, 10, 11, 12**	
Managing Demand	1. 2. Strategies to Manage Demand Demand Prediction	**Avant Garden: Exploring Possibilities for Improving Revenue Management** Case Code : MKTG257 (ICMR)	13
24-25 Capacity Management	1. 2. Capacity Management in Service Blueprint	**Shouldice Hospital Ltd.** Product Code: 683068-PDF-ENG Industry: Health Care	13
Service Blueprint	Designing a Service Blueprint and identifying Failure points	**Note on Service Mapping** **Product Code:** 693065-PDF-ENG Designing a service blueprint with Mural -online tool	8
Pricing in Services	Various approaches to pricing services and their link with customer value creation	**Virgin Mobile: Pricing for the very first time** Product Code: 504028-PDF-ENG; Industry: Telecom	15
Integrated Marketing Communication in Services	1. Use of integrated marketing communication in services with particular emphasis on co-branding 2. 5 Ws of Service Communications Challenges in Communicating Services	**Class Exercise** **Swayam Video: By Dr. Ravishanker** https://www.youtube.com/watch?v=UldWAgMCxsQ&index=78&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	14
Business Ethics in Services	1. Realizing the need to act as a responsible corporation.	Tim Hertach at GL Consulting (A) Product Code #:800153-PDF-ENG	

	2. Realizing the importance of Business Ethics.		
TEST-3	**Sessions 22 to 29**	***TEST-3*** **Chapters - 8, 13, 14, 15**	
Services Management in a Multicultural Context	1. Role Corporate and National Culture in success of a service firm. 2. Cultural Renovation when entering new markets.	**Case: Four Seasons Goes to Paris** Product Code: 803069-PDF-ENG Industry: Hospitality	
Revision	Clarifying student doubts.		

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	2			**10**
Test	3			**10**
Test	4			**10**
Group Project	5			**20**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SLMM606

Course Name: Sales and Distribution Management

Course Objective: This course is designed to

- Help the student in understanding the process and skills required for conducting sales.
- Enable the student appreciate how Sales Manager manage sales force.
- To help the student gain an understanding of how to deliver the value to the target customers

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

- Gain an understanding of Sales Management Process and Selling Process
- Understand about Sales Forecasting, Quota Setting and Territory Designing
- Understand Sales Force Management functions in the term of Recruitment, Selection, Training, Motivation, Compensation and Evaluation of sales force.
- Understand distribution Channels, Channel Design Decision, Channel Management and Logistics Management

Recommended Text Book:

1. Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, 2nd edition, Oxford press

Suggested books:

1. Krishna K Havaldar, V M Cavale, Sales and Distribution Management, 2nd edition, Mc Graw Hill

Course Outline

Topic / Area Covered	**Case**	**Case details**	**Chapter Reading**
Introduction to Sales Management	Introduction to Sales, Challenges, Sales Management as a function, A glimpse of Sales Managers' functioning & role across various Sectors		Ch-1&2
Personal Selling (Selling Process)	Personal Selling and Sales Management		Ch-3
Negotiation	Role Play		
Sales Organization	Sales Force Integration at FedEx (A)	HBS case # 9-506-029	Ch-6
Sales Forecasting	Cottle- Tayler: Expanding the Oral care group in India	HBS case # 4350	Ch-4
Sales Quotas	Quotas setting - Activity		Ch-8
Management of sales quotas	IBM: " Make it your Business" (A)	HBS case # 9-190-137	Ch-8
Management of Sales territories	StepSmart Fitness	HBS case # 9-914-509	Ch-7
Designing of Sales Territories	Territory Design Activity		Ch-7
Routing & Journey Plan	Sales person Journey Plan Activity		
Recruitment, selection and training of sales	Eureka Forbes Limited: Managing the selling effort(A)	HBS case # 9-506-003	Ch-9&10

force			
Motivating and compensating sales person	Designs by Kate: The Power of Direct Sales	HBS case # 4284	Ch-11&12
Controlling and evaluating the Sales Effort	Waters Chromatography division : U.S Field Sales (A)	HBS case # 586011	Ch-13&14
Channel Design	Nature view Farm	HBS Case # 2073	Ch-15&16
Rural Sales Channel	**Sales Misconduct at Wells Fargo Community Bank**	HBS case # 9-505-056	Ch-15
Distribution Management	Activity – ROI for Channel Member		Ch - 15
Channel management	Avon.com (A) Product no. 503016-PDF-ENG		Ch-19
Distribution Wholesaling & Retailing	Polaroid Corp.: European Distribution System	HBS case # 9-695-038	Ch-17 Ch-20&21
	Project presentations		

Projects: Students visit any organization, Meet the Sales Managers and Prepare a detailed report on how sales activities are carried out. Also, they are asked to meet a channel member and present the issues related to distribution (inventory, stock movements, market challenges, etc.,)

Course Code: SLMM609

Course Name: Retail Management

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Need for the Course

The retail management course is one of the widely offered by B-School across the world. The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of

several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space. Indian Retail Industry has immense potential as India has the second largest population with affluent middle class, rapid urbanisation and solid growth of internet. India has replaced China as the most promising markets for retail expansion, supported by expanding economy, coupled with booming consumption rates, urbanizing population and growing middle class. The Indian retail trading has received Foreign Direct Investment (FDI) equity inflows totalling US$1.09 billion during April 2000–September 2017, according to the Department of Industrial Policies and Promotion (DIPP). The Government of India has taken various initiatives to improve the retail industry in India.

This course will enable students to develop decision making skills related to retailing in the areas including merchandise and expense planning, store layout, product line and resource determination, pricing, promotional strategies, customer service, financial planning and control. Besides, the course also covers latest trends in the Indian retail industry such as omni-channel retailing, customer shopping experience management. The overall outline of the course is based on India specific issues and challenges faced by retailers.

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

i) Apply retail management concepts and theories in a business situation.

ii) Develop and evaluate a retail management program.

iii) Should have an in-depth appreciation and understanding of the unique challenges inherent in managing retail services.

iv) Identify strategies and key success factors governing retail businesses.

Learning Outcomes for Students

Students should appreciate

- Importance of Retailing in our society.
- Retail strategies focused on merchandise, location, pricing, communication, customer service, human resource, and store design/layout
- How the above strategies can be integrated while developing their overall retail strategy.

Required Text:

- *Retail Management* by Michael Levy, Barton Weitz and Ajay Pandit. Eighth Edition, 2011, Tata McGraw Hills

Please note that a new edition of this book is expected to be released around October this year. Once available, the current edition will be replaced with the new edition.

Supplementary Texts

- *Retail Management: A Strategic Approach* by Barry Burman, Joel Evans and Mini Mathur, Eleventh Edition, 2010, Prentice Hall
- *Managing Retailing* by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Second Edition, 2012, Oxford University Press

Major Institutes following the course outline along with recommended textbook

- Indian Institute of Management, Ahmedabad
- Leonard N Stern School of Business, New York University
- Texas A&M University
- Fisher College of Business, The Ohio State University
- Warrington College of Business, The University of Florida
- University of Tennessee
- Thompson Rivers University
- Florida Gulf Coast University

Course Outline

Topic/Area Covered	Case/Article	Resources (Industry Reports/ ICT Tools/ Videos/ Case) Details	Chapter Reading
Introduction to Retailing	"Winning in India's Retail Sector" by Price Waterhouse Coopers (PWC)	Source: http://www.pwc.com/in/en/assets/pdfs/rc-publications/WinningSector.pdf	1
Introduction to Retailing	"Winning in India's Retail Sector" by Price Waterhouse Coopers (PWC)	1. Source: http://www.pwc.com/in/en/assets/pdfs/rc-publications/WinningSector.pdf 2. Video: Future of Retail in India - Kishore Biyani & Sanjiv Mehta in conversation with Shereen Bhan (AIMA) https://www.youtube.com/watch?v=B9ZkfoG1FUA	1
Types of Retailers	"The overview of Indian Retail Industry: Retail Formats in India" by Indian Brand Equity Foundation	Source: http://www.ibef.org/download/Retail50112.pdf	4 & 5
Multi-Channel Retailing	"Driving Indian Consumption through Integrated Multi-Channel Retailing" by FICCI and TCS	1. Source:http://www.ficci.com/spdocument/20180/DrivingIndian%20Consumption.pdf 2. Video: The Nykaa Story – From eCommerce to OmniChannel Retailing https://www.youtube.com/watch?v=ZBRcgamrENg	4 & 5
Retail Store	Class Activity: Developing a checklist for store	HBS Background Note product code: 593112-PDF-ENG	9 & 10

Location	location decision		
Retail Site Selection	HBR Note of Store Location	GIS Demo: https://www.caliper.com/maptitude/sitelocation/default.htm	9 & 10
Retail Site Selection	Class Activity: Store Site Selection based on Trading Area Analysis	GIS Demo: https://www.caliper.com/maptitude/sitelocation/default.htm	9 & 10
Retail Market Strategy	Reed Supermarket: A new Wave of Competitors	HBS Case product code: 4296-PDF-ENG	2
Retail Market Strategy	Reed Supermarket: A new Wave of Competitors	HBS Case product code: 4296-PDF-ENG	2
11		**Test I (Weightage: 15 percent)**	
Retail Financial Strategy	HBR Note on Economics of Retailing	HBS Background Note product code: Product Code: 595006-PDF-ENG	6
Retail Financial Strategy	Tiffany's and Walmart: Comparing Financial Performance	Analysis of Financial Statements of Two retailers using MS Excel	12
Customer Relationship Management	Customer Loyalty Schemes in Retailing & Market Basket Analysis	HBS Background Note product code: 511077-PDF-ENG 1. Calculation of Market Basket Analysis using Shopping Basket Analysis (MS Excel)	7
Customer Relationship Management	Class Activity: Calculation of CLV	HBS Marketing Analysis Toolkit product code: 511702-XLS-ENG 2. Calculation of CLV in retail using MS Excel	7
Customer Relationship Management	Active Endevors: Analyzes the Customer Database	Class activity using SPSS 21	7
Retail Merchandise Planning	Class Acticity: Merchandise Category Evaluation using Big Bazaar Data	Class exercise using MS Excel	14 , 15 & 16
Retail Merchandise Planning	Paper and More (A)	HBS Case product code: 606023-PDF-ENG	14 , 15 & 16
Retail	Developing an	Video: How to Build a Merchandise Plan with Retail	14 ,

Merchandise Planning	Assortment Plan	Pro Planning https://www.youtube.com/watch?v=9VbDY8QJ8HE https://www.youtube.com/watch?v=Jo6JAYjfrnM	15 & 16
Retail Buying and Growth of Private Labels	H-E-B Own Brands	HBS case product code: 502053-PDF-ENG	15
Retail Pricing	Hallstead Jewelers	HBS case product number: 107060-PDF-ENG	17
Vendor-Relater Relation ship	Retailer-Vendor Negotiation Game: Win As much As You Can	Details will be provided by the faculty	16
Retail Store Design/Layout	Class Activity: Design a Store Layout using customer shopping lists	Smart Draw Demo: https://www.smartdraw.com/	17
Human Resource Management	Human Resource and Skills Requirement in Organized Retail (2022) by NSDC - MHRD India	Source: http://www.nsdcindia.org/pdf/organised-retail.pdf	9
Information Systems	RFID at the Metro Group	HBS Case product number: 606053-PDF-ENG	10
Test – II (Weightage: 15 percent)			

Evaluation Pattern		
Component	**Component Number**	**Weightage**
Class Participation	1	10
Class Test (2)	2	30 (15 percent each)
Group Project	4	20
End exam	5	40
		100

Course Code: SLMM610

Course Name: PRODUCT MANAGEMENT

Course Objective & Scope: This course has specific objectives of getting students accustomed to the concepts and practices of modern product marketing & management. This will enable the student's decision making at a managerial position on areas like product conceptualization, product introduction, product commercialization and finally delineation/ deletion, with a sound understanding on product centric issues from customer and marketing perspectives. This course will offer a simulated environment in classroom with a demonstrative value to managerial decision making.

Text Book

Product Strategy and Management; by Michael Baker and Susan Hart, Pearson, 2nd Edition, 2012

Reference Books

1. Product Management, by Donald R Lehmann and Russel S Winer, TMH Edition, 2010 Reprint
2. New Products Management, by C. Merle Crawford & C. Anthony Di Benedetto, Mc Graw Hill
3. The Product Manager's Hand Book Linda Gorchels, TMH, 2012

Delivery Schedule:

Topic	Text book Chapter	HBR Case / Research Article	Extra Reading (URLs, Video links)
Competition and Product strategy	**Chapter 1:** Competition and Product strategy	**Case 1:** Robert Mondavi & wine Industry (PID 9-302-102)	https://www.youtube.com/watch?v=vu-cFbTsY8U https://www.youtube.com/watch?v=4mYn5nAy6d0 https://www.youtube.com/watch?v=HN9GtL21rb4&list=PLSGws_74K018yZOnbSaqWJZ837QyBB7vu (Series)
Introduction to Product Management	**Chapter 2:** The Product in theory and practice	**Article1:** Interfaces of a Product Manager, Journal of Marketing, 1969, Vol33, pp 33-36	https://www.youtube.com/watch?v=ntzB9pGsD3E https://www.youtube.com/watch?v=i69U0lvi89c **Wharton School:** https://www.youtube.com/watch?v=huTSPanUlQM
-do-	-do-	**Article2:** The changing Role of Product Manager, Journal of Marketing, 1975, Vol.39, pp3-11	https://www.youtube.com/watch?v=XKkXSBZ-Ytk https://www.youtube.com/watch?v=W0uhk0VyGG8
Buyer Behavior	**Chapter 3:** Buyer Behavior	**Case2:** "Pluggin In" the consumer: The Adoption of Electrically Powered Vehicles (PID 510076)	https://www.youtube.com/watch?v=ra8_5hyD0Rc
The product life cycle in theory and practice	**Chapter 4:** The product life cycle in theory and practice	**Article 3:** Break Free from the PLC (HBR Article PD: 9963)	**How to make PLC in Excel:** https://www.youtube.com/watch?v=KiQfuzhe9xs https://www.youtube.com/watch?v=qgVs8vskWl0&list=PLSGws_74K018yZOnbSaqWJZ837QyBB7vu&index=2

Product portfolios	**Chapter 5:** Product portfolios	Lecture Mode (Using Statistical Tools)	**Making Portfolios in Excel:** https://www.youtube.com/watch?v=vNoI3yOE-os https://www.youtube.com/watch?v=OGhGz8trZtw
The importance, nature and management of the new product development process	**Chapter 6:** The importance, nature and management of the new product development process	**Case 3:** Biocon: Launching a new cancer drug in India (PID 9-508-026)	**IIT Guwahati Series:** https://www.youtube.com/watch?v=bJIriKKXyLA&list=PLwdnzlV3ogoWth4Mdn-yFLk3aiqLVpg4e (Series) **IIT Roorkee Series:** https://www.youtube.com/watch?v=HN9GtL21rb4&list=PLSGws_74K018yZOnbSaqWJZ837QyBB7vu (Series)
		NCP-1	
New product strategy	**Chapter 7:** New product strategy	**Case 4:** Clean Edge Razor: Splitting Hairs in Product Positioning (PID: 4249)	-do-
Idea management for new product development	**Chapter 8:** Idea management for new product development	**Article 5:** Inside Cisco's Search for the Next Big Idea HBR Article (PD :R0909C)	https://www.youtube.com/watch?v=FwduF_hhN-g&list=PLwdnzlV3ogoWth4Mdn-yFLk3aiqLVpg4e&index=3
Screening new product ideas	**Chapter 9:** Screening new product ideas	Lecture Mode Product Design Basics (Using Statistical Tools)	-do-
Concept development and testing	**Chapter 10:** Concept development and testing	**Case 5:** Bio-pure Corporation (PID 9-598-150)	**Value Engg.Concept: (IIT Roorkee)** https://www.youtube.com/watch?v=pukn_fmJwuw (Series)
Product Testing	**Chapter 12:** Product Testing	Lecture Mode Product Design Basics (Using Statistical Tools)	**Product School San Francisco:** https://www.youtube.com/watch?v=bgO8BSzKNEw&list=PLEXcbK4FvkxFjlk9uZRdhXaBW4BUQJJfK&index=10
Business Analysis	**Chapter 11:** Business analysis	Lecture Mode (Using Multivariate Statistical Tools)	**Product School San Francisco:** https://www.youtube.com/watch?v=cOL1jMPkroY&list=PLEXcbK4FvkxFjlk9uZRdhXaBW4BUQJJfK&index=10&t=0s
Commercialization: Test marketing and launching the new product	**Chapter 13:** Commercialization: test marketing and launching the new product	**Case 6:** Launching the BMZZ3 Roadster (PID 597002)	https://www.youtube.com/watch?v=0LzG6oeMycA

NCP-2			
Managing growth	**Chapter 14:** Managing growth	**Case 7:** Color Kinetics, Inc. (A) (PID 501077)	**Product School San Francisco:** https://www.youtube.com/watch?v=lx93MLhFA6E
Managing the mature product	**Chapter 15:** Managing the mature product	**Case8:** Goodyear: The Aquatred Launch (Condensed) (PD 500039)	https://www.youtube.com/watch?v=yPSAVuUzT6I
–do-	-do-	**Article 6:** When Growth stalls HBR Article (PID R0803C)	https://www.youtube.com/watch?v=Xy5SANTF3rU
Controlling the product line: an overview of the deletion decision	**Chapter 16:** Controlling the product line: an overview of the deletion decision	**Article 7:** Why most product launches fail (HBR Article PIDF1104A)	https://www.youtube.com/watch?v=d66d6znbZU0
Reaching the decision to delete a product	**Chapter 17:** Reaching the decision to delete a product	**Article 8:** Product Deletion and the effects of strategy,S.J.HART , European Journal of Marketing Pages 6-16	https://www.youtube.com/watch?v=eqksXuacB6Q
Implementing the deletion decision	**Chapter 18:** Implementing the deletion decision	**Case 9:** SmithKline Consumer Products: The Contac Relaunch (PD 588046)	**Product Recall/ Withdrawal:** https://www.youtube.com/watch?v=dfUrOYnX7vM https://www.youtube.com/watch?v=En6ZH9xz_ME

Attendance Policy: & Dealing with unfair means

Students will not be allowed for internal components of evaluation if their attendance is less than 60%. Submitting copied material by student may lead to award of zero marks in the respective component.

Pedagogy: The teaching methods and treatment of various topics have been designed keeping in mind the latest industry trends and changing scenario. The sessions have been planned thoroughly with an optimum blend of case discussion, lecture, in-class assignment, and surprise tests/ quizzes (CPs & NCPs).

Make up Policy:

There will be no makeup exam conducted in any case. However, in case done in consultation with Dean's office, the standard of the test will be tough.

Evaluation Plan	
Component	Weightage
I. Class Participation (CP):	**30**
First Evaluation	10
Second Evaluation	10
Third Evaluation	10

II. Non-class Participation (NCP):	**30**
NCP1 Quiz/ Test	10
NCP2 Quiz/ Test	10
NCP3 Assignment/ Project	10
III. Semester End Exam	**40**
TOTAL=	100

N.B.:

Ø CP marks will be declared at the end of Session no. 10, 21 & 32.

Ø Details of NCP-1, 2 and 3 will be informed later through CR/ group-mail

ØGroup assignment/ Project may have a class presentation component/ details will be intimated subsequently through CR/ group-mail.

Course Code: SLMM611

Course Name: Customer Relationship Management

Course Description:

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

Course Objectives:

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

Learning Outcomes:

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

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

Text Book

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

Reference Books & Industry Resources

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

Topic	Learning Outcome	Readings (More Readings May Be Provided as well)
Introduction & Course Overview	Appreciate the role of CRM	
Defining CRM Understanding Relationship Different schools of thought on relationship, History of CRM etc.	Understand how CRM has evolved over the years. Different facets of CRM	Book Chapter 1: Introduction to CRM Article: After the Sale is Over, *HBR 83-511*, Pgs. 8. Book Chapter 2: Understanding Relationships Article: Why Satisfied Customer Defect, HBR, Nov-Dec, 1995 *HBR 6838*

Customer Acquisition, Development & Management (Basics)	Appreciate importance of customer acquisition	Book Chapter 3: Managing Customer Acquisition *Additional Material: Unlock the Mysteries of Your Customer Relationships, HBR, July-Aug. 2014*
Customer Acquisition, Development & Management (Basics)	Learn importance of retaining valuable customers	Book Chapter 4: Managing Customer Retention and Development Case 1: HOPI: Turkey's Shopping Companion Product No #9-519-057, March 28, 2019
Creating Value & Experience for Customers	Bootcamp 1: Understanding how to create experience maps. Ability to use various tools in customer journey mapping and create journey maps	Article: Turn Customer Input into Innovation, HBR, January 2002. Book Chapter 6: How to Deliver-Customer Experienced value Article: Using Customer Journey Maps to Improve Customer Experience, HBR, November 15, 2010 *Additional Material: How to create realistic journey map, Business Horizons, 2017* Book Chapter 7: Managing Customer Experience.
Internal Assessment 1		
Measuring Customer Satisfaction, Net Promoter Score		Article: The One Number You Need To Grow, HBR, Dec, 2003 Product #: R0312C-PDF-ENG
Customer Portfolio Management & Customer Life Time Value	Learn how to segment and manage different customer segments.	Case 2: Yemeksepeti: Growing and Expanding the Business Model through Data, Product #: 817095-PDF-ENG Book Chapter 5: Customer Portfolio Management Industry Note: Marketing Analysis Toolkit: Customer Lifetime Value Analysis Product #: 511029-PDF-ENG (2010) Simulation Case: The Orthopaedic Motor Market: Minnesota Micromotors, Inc. and Brushless Motor Technology, HBSP, June 12,

		2014 Product #: WH0005-HTM-ENG
Learn to draw valuable insights from data		Bootcamp 2: Using transaction data to identify specific customer segments and markets. (Using Excel)
CRM Automation: Sales Force Automation, Marketing Automation, Service Automation	Appreciate role and importance of Automation in CRM	Book Chapter 8: Sales Force Automation Book Chapter 9: Marketing Automation Book Chapter 10: Service Automation Faculty Industry Experience, Industry White Papers and Videos
S. 23 Internal Assessment 2		
Learn how to balance resources across different customer segments, RFM Analysis		Bootcamp 3: Simulation Live Session and Follow-up Session of RFM using actual data.
Developing and Managing Customer-Related Database, Deploying CRM	Understand how to manage customer database	White Paper 1: The complete guide to CRM Data Strategy, Oracle, June 2019 , To be read by student digitally (Copyright material) White Paper 2: The 7 Steps To A Successful CRM Implementation, HCL, To be read by student digitally (Copyright material)
Understanding & Deploying Loyalty Programs	Understand how loyalty programs are designed	Case 3: TESCO - The Customer Relationship Management Champion, ICMR, 2008 *Additional Material: Developing an Effective Customer Loyalty Program, California Management Review, 49/1 (Fall 2006): 123-148*
CRM & Social Media, Managing Customer Complain Behaviour	Appreciate role of Social Media in CRM	Case 4: United Breaks Guitar Product #: 510057-PDF-ENG *Additional Material: What Unhappy Customers Want, MIT Sloan, Spring 2014, Vol. 55, No. 3*
NCP 3: Evaluation of Final Scores in Simulation		
Revision		

Notes:

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

Industry Resources

https://www.salesforce.com/in/crm/
https://www.oracle.com/applications/customer-experience/index.html
https://www.microsoft.com/en-in/dynamics365/customer-service

https://www.sugarcrm.com/
http://www.forteconsultancy.com/
https://www.dunnhumby.com/
http://www.crmnext.com/white_papers/whitepaper-overview/etc.

Evaluation

- Class Participation: 10 Marks
- Test 1: 15 Marks
- Test 2: 15 Marks
- Simulation: 20 Marks
- End Term: 40 Marks.

Course Code: SHMM625

Course Name: Digital Marketing

Course Objectives:

The course enables students to learn key digital marketing strategies leveraged by marketers in a dynamic marketing environment. The hands on course specifically focus on how businesses create, market and deliver value in a digital ecosystem. The course utilizes Harvard Business School (HBS) cases to introduce a wide range of internet marketing issues faced by online marketers. These cases serve as a foundation for critically analyzing situations and acquiring evidence-based, ethical decision-making skills using marketing theory and marketing metrics. Further, the course will expose students to contemporary digital marketing metrics and analytic tools, such as Web Analytics, Campaign Performance Analytics, Social Media Analytics, and other web metrics to integrate marketing performance with a firm's strategic thrust to meet corporate goals.

Learning Outcomes:

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

A. Explore the realities and implications of digital marketing and e-commerce from marketers' perspective.
B. Efficiently plan, create, manage and measure digital marketing campaigns.
C. See the similarities and differences between traditional and modern marketing approaches; and also to understand where to draw a line between both.
D. Draw business insights from digital marketing research reports available on various analytics reports.

Recommended Text Book (TB):

Internet Marketing: A Practical Approach in the Indian Context, Moutusy Mainty, Oxford (2017)

Reference Books (RB):

S. No.	Book Title	Author/s (Year), Edition, Publication
1	Internet Marketing	Roberts & Zahay, Third Edition (2016), Cengage Learining
2	Online Marketing: A Customer-led Approach	Richard Gay, Alan Charlesworth and Rita Esen (2010), Oxford University Press.
3	e-Commerce and Web Marketing	Ward A. Hanson and Kirthi Kalyanam (2009), Cengage Learning.
4	Online Marketing: 36-Hour Course	McGraw-Hill (2010), McGraw-Hill.
5	The Curious Digital Marketer 2.0	Afaqs! Campus (2013),Banyan Netfaqs.
6	Web Analytics 2.0	Avinash Kaushik (2013), Sybex - John Willey & Sons.
7	Search Engine Optimization: An Hour a Day	Jennifer Grappone and Gradiva Couzin (2012), 3rd Edition, John Willey & Sons.
8	Search Engine Optimization: Your Visual Blueprint for Effective Internet Marketing	Kristopher B. Jones (2013), 3rd Edition, John Willey & Sons.
9	Website Optimization: An Hour a Day	Rich Page (2012), 4th Edition, John Willey & Sons.
10	Advanced Google AdWords	Brad Geddes (2012), 2nd Edition, John Willey & Sons.
11	Social Media Marketing	Dave Evans and Jake Mckee (2011), Wiley India Pvt Ltd.
12	The Digital Marketing Handbook	Mohit Pawar, Metadoor Publications.

Detailed Course Plan:

Topics	*Learning Outcomes*	*Discussion Article & Cases*	*Chapter Readings*	*Topics by Whom*
Introduction to Evolution of Digital Marketing Landscape Ice-breaking, Brief intro of	• To understand key developments in digital marketing domain.		Text book - Chapter 1	Rishi

course, Past, present and future of digital marketing landscape, Web 1.0 / 2.0 / 3.0 Dot com bubble and burst, The internet value chain, Cloud computing: SaaS, PaaS, IaaS.	• To understand how the Internet and other digital media impact upon the marketing function. • To evaluate the relationship between the internet and traditional marketing concepts. • To appreciate the scope and potential of the digital marketing.			
Business Models, Customer Behavior & Experience Management for the Virtual World Overview of different online business models and their typologies, strategic options for value creation and marketing. Understanding consumer decision making process in the digital world and how marketers can provide better experiences. Showrooming, webrooming, and omni-channel retailing.	• To understand the key stages in web adoption and evolution. • To understand the critical success factors of the main revenue generating models evolving online business. • To understand consumer decision making in digital world. • To comprehend the characteristics of the key business formats in the digital economy.	**SEO Process (Article)** Internally written by Faculty	Text Book Chapter 6 & Reference Book 1 - Chapter 2 & 3	Rishi
Search Engine Optimization Overview and importance of Search Engine Optimization. Evolution of SEO. Steps in Performing SEO. Difference in On-Page and Off-Page SEO. Leveraging White-Hat SEO	• Student will be able to appreciate importance of SEO • Learn nuances involved in deploying SEO • Able to create effective SEO Strategy. • Learn how to measure success of a SEO over time.	**Practical Session 1-2** Creating PPC Advertising Campaigns	Text book-Chapter 2	Prof. Ratan
Understating Different Digital Marketing Channels, Basic Terminology & Analytics Understand importance of various channels. Digital Marketing metrics, Web Analytics, CPM, CTR, CR, Landing Pages, Bounce Rate, Exit Rate etc.	• To understand role of various channels involved in digital marketing. • To understand key business metrics used in digital marketing performance evaluation.	**"Harvard Business School Executive Education: Balancing Online and Offline Marketing"** (2012), *HBS 9-510-091*, Pgs. 16.	Text Book Chapter 5	Vaibhav

		Practical Session 3 Analytics Basics		
NCP 1	**Online MCQ Test**			
Search Engine Advertising & Display Advertising Brief overview and history of online advertising. Account creation, Essential requirements and setting of account creation, Ad extensions, Creating and managing different types of Text ads and Image ads, Conversion and goal setting, attribution modeling, Remarketing campaigns, shopping campaigns.	• To introduce to students the digital advertising ecosystem. To gives hands-on exposure about how to operate a PPC campaign and its various features that enable creation, editing, and maintenance of online advertising by a company.	**Practical Sessions 4, 5**	Text Book Chapter 3 & 4	Rishi
Strategizing Website Driven Business Learn different types of website based business. Advertising Vs. Subscription based revenue monetization. CPM Vs. CPC models and their effectiveness for marketers. Calculating ROMI.	• To understand completion in • Online Ecosystem Understating different • revenue generation methods. Appreciate top-line revenue maximization to bottom line profitability.	**MedNet Confronts Click Through Competition** " (2007), 2066-PDF-ENG, HBP Brief Case, Pgs. 12.	Text book Chapter 5 & Other Resources	Rishi
NCP 2	Online MCQ Test			
Measuring Campaign Effectiveness & Advanced Web Analytics Setting up goals, Examining analytics reports, Choosing the right report for your analysis, Creating custom reports, dashboards and segments. Managing and measuring digital marketing funnel effectiveness.	• To understand the link between the analytics and business performance. • To learn about key analytics measurement tools so that marketers can grow their business through intelligent data collection and analysis. • To demonstrate the campaign report writing.	**Practical Session 6,7** Website Analytics	Text Book Chapter 5 & Online Resources	Rishi & Vaibhav
Inbound Marketing: Social Media Marketing, Content Marketing, E-Mail Marketing Brief overview, Marketers "Follow the eyeballs", The use of social media marketing by small business, Using social media to engage and motivate employees, Listening to target	• To introduce to students the social media marketing tool available to online marketers. • To give hands-on exposure about the various aspects of social media marketing including creating, monitoring, editing, maintenance, and	**Cyworld: Creating and Capturing Value in a Social Network** **Product #: 509012-PDF-**	Text Book Chapter 7,8,9	Rishi

audience, Social capital 2.0, Social search, Folksonomy, Social sharing, Collaborating with the brand	evaluation of online advertising via social media.	**ENG** **Practical Session 8,9** Social Media Tools and Analytics Sentiment Analysis		
Mobile Marketing Introduction to Mobile Marketing, How Mobile Marketing is Different, Mobile App Optimization, Role & Features of Mobile App				Prof. Ratan
Revision/Closing Remarks				

Course Code: SHMM630
Course Name: Marketing Analytics

Course Description:

"Marketing Analytics" refers to a broad set of statistical approaches used to improve managerial decisions pertaining to marketing domain. Some of these activities provide descriptive summaries of the past and the present, while few others generate predictive forecasts of how the future will unfold, and few others culminate in prescriptive advice about how the company should formulate marketing strategies. This course is designed in response to the need for analytics talent in the marketplace which the industry is looking for today in a candidate. The purpose of this course is to convey the benefits of a systematic analytical approach toward marketing decision-making, and to build skills, knowledge and confidence in various topics covered in this course. It aims at preparing future managers who can (1) appreciate the importance of data to build and leverage competitive advantage of the firm, (2) understand the multiplicity of tools, techniques and packages, and their usefulness; and (3) can apply these to assist decisions in different functional areas of marketing.

Learning Objectives:

1. To learn various packages currently in use in Industry to graphically represent marketing (small & big) data and make inferences.
2. To understand how to apply analytical models to support marketing decisions on segmentation, targeting, positioning, product design, pricing, retail merchandising, customer relationship/ value management, personalization & customization, social/ web media optimization, viral marketing etc.
3. Use predictive/ forecast models for finding customer lifetime value, and churn; and granulize data.

Statistical SW packages:

Microsoft Excel 2010+, SPSS 20.0+, R, RQDA, R-Studio, Python (Basics), Tableau/ Spotfire (Demo)

Prescribed Reading Resources:

1. Text Book: Marketing Analytics: Data driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publishers, 2014.
2. IBM SPSS manual (Available at: http://www-01.ibm.com/support/docview.wss?uid=swg27047033)
3. R/ R-Studio manual (Available at: https://cran.r-project.org/manuals.html)
4. Misc.- Students are encouraged to self-learn various tools and packages available (Youtube playlists)

Evaluation Components: This course will have no CP components.

Component	Approach	Weightage (%)	Timeline
NCP-1	Offline-Quiz	20	
NCP-2	Offline-Quiz	20	
NCP-3	Lab/ laptop based test	20	
End-term	Theory Exam (in IT Lab)	40	As scheduled by Exam Dept.

Course Outline & Pedagogical Detail:

Text Book Chapters	Title/ Topic	Package	Addl. Reading Reference (Esp. NPTEL/ Swayam Learning Video Links)
1, 2, 3	Introduction, Data Visualization and Summarization	Excel/ SPSS	**Descriptive Statistics:** https://www.youtube.com/watch?v=8LgR42WCRI0&list=PLRuMmQ8pdpQerOe_s8vGJG4&index=4 **Inferential Statistics:** https://www.youtube.com/watch?v=SUXOFrhWsAQ&list=PLR7MmQ8pdpQerOe_s8vGJG4&index=10
-	Data Cleansing (Outlier Detection, Missing Value Analysis, Data Transformation)	SPSS, Excel	**Data structure & database:** https://www.youtube.com/watch?v=n_Krer6YWY4&index=40FtKLr0QN7MmQ8pdpQerOe_s8vGJG4 **Central tendency measures** https://www.youtube.com/watch?v=XaHFNhHfXwQ&list=PLR7MmQ8pdpQerOe_s8vGJG4&index=5 **Dispersion Measures** (https://www.youtube.com/watch?v=tyfrT0cSZKo&list=PLRueMmQ8pdpQerOe_s8vGJG4&index=6
4,5,6, 7,8	Pricing (Demand curves, Linear/ Nonlinear Price Optimization, Revenue Management)	Excel	**Pricing Basics:** https://www.youtube.com/watch?v=3MUGmQKHIy4 **Price Optimization:** https://www.youtube.com/watch?v=KxMUE8igQ5I

16,17, 18	Predictive Analytics (Artificial Neural Networks, MLR & Logistic regression	SPSS, Excel (Decision Suite)	**ANN:** https://www.youtube.com/watch?v=ssvdhOMzO_A&list=PLRu 7MmQ8pdpQerOe_s8vGJG4&index=35 https://www.youtube.com/watch?v=WNPh1B-XtDE&list=PLRueFtKLr0QN7MmQ8pdpQerOe_s8vGJG4&index **Simple & Multiple Regression in Excel:** https://www.youtube.com/watch?v=z1myWxR_1xY&index=2 eFtKLr0QN7MmQ8pdpQerOe_s8vGJG4 **Logistic Regression:** https://www.youtube.com/watch?v=kfFT4iTCDjg&list=PLRueF mQ8pdpQerOe_s8vGJG4&index=24
NCP-1 (Session No.11)			
	Customer Preferences in Product Research (Conjoint Analysis)	Excel / SPSS	**Extra Reading:** Oded Netzer et al. "Beyond conjoint analysis: Advances in preference measurement".In: Marketing Letters 19.3 (2008), pp. 337–354 **Regression-Basics:** https://www.youtube.com/watch?v=HvkdnfTN--U&list=PLRueFtKLr0QN7MmQ8pdpQerOe_s8vGJG4&index=16
19,20, 22	Customer Value (CLTV, Acquisition and Retention)	Excel	**Extra Reading:** "Which Customers Are Worth Keeping and Which Ones Aren't? Managerial Uses ofCLV". In: Knowledge@Wharton. Knowledge@Wharton (2003). URL: http://goo.gl/pbUEx.
24,25	Market segmentation (2step Cluster Analysis, Classification Trees)	Excel / SPSS	**Cluster Analysis:** https://www.youtube.com/watch?v=YZdmbzLyrZQ&index=43&list=PLRueFtKL Q8pdpQerOe_s8vGJG4 **Classification Tree:** https://www.youtube.com/watch?v=gYSWrUP4aB0&list=PLRueFtKLr0QN7Mm Oe_s8vGJG4&index=26 https://www.youtube.com/watch?v=YoBTuTG_upU&list=PLRueFtKLr0QN7Mm Oe_s8vGJG4&index=27
29,30	Retail Analytics (Market Basket Analysis, RFM)	Excel / SPSS	https://www.youtube.com/watch?v=_Z5tZuVskaQ&list=PLRueFtKLr0QN7MmC e_s8vGJG4&index=38 https://www.youtube.com/watch?v=YZZfy8Y37_A&index=39&list=PLRueFtKLr 8pdpQerOe_s8vGJG4
NCP-2 (Session No.21)			
-	Introduction to R/ R Studio: Installation & Packages, Importing Data files, Saving Files	R-Studio	**Installation:** https://www.youtube.com/watch?v=A_I5XAtkxiY&index=31&list=PLivwQpaBn dwVQhTYeAmFBzsT **Importing Data:** https://www.youtube.com/watch?v=dCikE8vA90k&list=PLivwQpaBnnb8xeOM eAmFBzsT&index=20

-	Working With Variables & Data: Creating Vectors, Matrices, Subset of data	-do-	**Statistical Functions:** https://www.youtube.com/watch?v=vDDEZH5KpDY&list=PLivwQpaBnnb8xeOI YeAmFBzsT&index=22
-	Graphs & Plots: Bar, Pie, Boxplot, Histograms, Stem & Leaf, Scatterplot etc.	-do-	**Graphs and Plots:** https://www.youtube.com/watch?v=HRKMfk7jWwc&list=PLivwQpaBnnb8xeO YeAmFBzsT&index=23
-	Descriptive & Inferential Statistics (Central tendency & dispersion measures, probability distribution, univariate & bivariate stat)	-do-	https://www.youtube.com/watch?v=OxhTzFd88sA&list=PLivwQpaBnnb8xeOM eAmFBzsT&index=27 https://www.youtube.com/watch?v=- TuZYR_ke_w&list=PLivwQpaBnnb8xeOMiIdwVQhTYeAmFBzsT&index=26
-	Multivariate Statistical Analyses (Parametric & Nonparametric)	-do-	https://www.youtube.com/watch?v=udBs7AuVksk&list=PLqICp9VkFcbFMnz8L eBR9u3Tp&index=5 https://www.youtube.com/watch?v=mgxYPYRneyk&list=PLqICp9VkFcbFMnz8I eBR9u3Tp&index=6 https://www.youtube.com/watch?v=OxhTzFd88sA&list=PLivwQpaBnnb8xeOM eAmFBzsT&index=27
-	Social Media Analytics (fb, twitter, linkedin, whatsapp), Text-	-do-	**IBM Analytics Learning Service:** https://www.youtube.com/watch?v=FpQbMd8PUQ0 **Edureka:** https://www.youtube.com/watch?v=2nXwNJO16OE

	mining		

Course Code: SLMM612

Course Name: Brand Management (BDM)

Course Objectives

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

Learning Outcomes

At the completion of the course the students will be able to :

- To get an overview of the Brand Management function (such as role of brands, concept of brand equity, and the advantages of creating strong brands).
- To understand a comprehensive and holistic idea about the various Brand Management Strategies.
- To understand the process of developing and sustaining successful brands.
- To appreciate the importance of brand management in the global context.

Required Reading (Prescribed Text)

- **Brand Management – Principles and Practices. Kirti Dutta**

Additional Reading -

Strategic Brand Management 3rd Edition by Kevin Lane Keller

Building Strong Brands By David Aaker

22 Immutable Laws of Branding by Al Ries

Online Resources

CEC Lecture videos on Brand Management (I to VI)

Brand Management -

https://www.youtube.com/watch?v=UcDnoLdq4qI&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&inde

Brand Management - II

https://www.youtube.com/watch?v=eag24D3Adi0&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&inde

Brand Management - III

https://www.youtube.com/watch?v=kLsqFJhPgfA&index=44&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdc

Brand Management - IV

https://www.youtube.com/watch?v=oiNDHI9Cjt4&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&inde

Brand Management - V

https://www.youtube.com/watch?v=w2R9-zbWmG4&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&in

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Detailed Course Plan

TOPICS	**Case**	**Chapter in Book (Dutta)**	**Learning Outcomes**
Introduction to Brand Management	Introductory Ice Breaker	Ch. 1, 2, 3	Importance of branding, branding challenges and opportunities, creating a brand, organizational culture and internal branding
Customer Based Brand Equity and brand elements to enhance CBBE	Article: 'Choosing appropriate brand name' To be delivered by the faculty (optional)	Ch. 4	CBBE, sources and outcomes of CBBE (including brand elements)
Brand Value Chain	Keller material	NA	Stages in brand value chain, customer equity
Brand Positioning	The Dubai International Film Festival (9-517-110)	Ch. 8	Guidelines in developing a good brand positioning strategies, identity- positioning-image relationship
Designing	Hunley Inc.:	Ch. 9	New perspectives and developments in

Marketing Programs to Build Brand Equity	Casting for Growth (9-919-501)		marketing, enhancing product experience, value pricing
TEST-1			
Integrating Marketing Communications including online branding to Build Brand Equity	YouTube for Brands (9 -514 - 048)	Ch. 10	Changes in the new media environment, major marketing communication options including online and other digital media, ways to mix and match communication options
Leveraging Secondary Brand Associations	Under Armour's Founder on Learning to Leverage Celebrity Endorsements (Harvard Business Review)	Ch.4	Ways to leverage secondary brand associations, tactical issues in leveraging secondary associations
Researching for sources of Brand Equity: Capturing Customer Mindset	Saxonville Sausage Company (HBS Brief Cases 2085)	Ch. 5	Qualitative research techniques to capture customers' brand knowledge, quantitative research techniques to measure brand awareness, image, responses and relationships
Developing a Brand Equity Measurement and Management System	The Brand Report Card (Harvard Business Review)	Ch. 6	Return on marketing investments (ROMI), brand audit, designing and conducting a brand tracking study
Consumer buying decisions and consumer – brand relationship	Membership Rewards from American Express (9-518- 079)	Ch. 7	Comparative methods to assess brand equity, holistic methods for valuing brand equity
TEST-2			
Designing and Implementing	Park Hotels: Revitalizing an	Ch. 12, 13	Key components of brand architecture, guidelines for brand extensions and

Brand Architecture Strategies	Iconic Indian Brand (9-314-114)		developing a good brand portfolio, basic brand hierarchy, corporate branding,
Managing Brands over Time	Asics: Chasing a 2020 Vision (9 – 517 – 060)	Ch. 14	Brand reinforcement, brand revitalization, brand repositioning, ways to improve brand awareness and brand image, managing brand crisis
Managing Brands over Geographic Boundaries and Market Segments	Harmoine Water: Refreshing the World naturally (9-917-527) Hofstede Cultural Dimensions	Ch. 15	Rationale for developing a global brand, standardization vs. customization, Hofstede cultural dimensions and their implications, specific cases in India and China
TEST-3 and Project Presentations			

Evaluation Components

Serial No.	Evaluation Component	Name	Type	Marks
1	A1	CP	Ongoing	10
2	A2	Project	Assignment/Project	20
3	A3	TEST 1	Test	10
4	A4	TEST 2	Test	10
5	A5	TEST 3	Test	10
6	A6	End Term	Examination	40

The total marks for the internal evaluation would be 60 marks and would have 60% weight-age.

Course Code: SLEP601

Course Name:	ENTREPRENEURSHIP DEVELOPMENT			
Course Objective:				
	To create an			

	entrepreneur			
Learning Outcome:				
	Understand the process of becoming an Entrepreneur by learning through success and failed stories of entrepreneur"s both in India & Abroad.			
Pedagogy:				
1	**Text Book:**	**Entrepreneurship Simplified**		
		by		
		Ashok Soota & S.R.Gopalan		
2	Reference Book:			
		Entrepedia		
		by NALINI VAIDYANATHAN		
3	Suggested Reading:			
		The Art of Start-Up 2.0		
		by		
		Guy Kawasaki		
4	Suggested Movies			
	a	The God_Father (Series)		
	b	Social Network		
	c	Jobs		
	d	House -of-Cards		
	e	Pursuit -of-Happiness		
			XXXXXXX	
Course Outline				
	Theme/		**Chapter/**	

	Topic		Reading	(from TEXTBOOK)
			Page.No's	
	Introduction to ED			(What/Why/How/ When/
				Where/Whom of ED)
	Idea Generation & Validation		1 to 19	
	Idea Generation & Validation		1 to 19	
	Idea Generation & Validation		1 to 19	
	Funding Your Venture		20 to 34	
	Funding Your Venture		20 to 34	
	Funding Your Venture		20 to 34	
	Winning with VCs		35 to 56	
	Winning with VCs		35 to 56	
			XXXXXXX	

	Winning with VCs		35 to 56	
	Mission , Vision			
	Values & Culture		57 to 70	
	Mission , Vision			
	Values & Culture		57 to 70	
	Mission , Vision			
	Values & Culture		57 to 70	
	Building Your			
	Organisation		71 to 94	
	Building Your			
	Organisation		71 to 94	
	Building Your			
	Organisation		71 to 94	
	Business Strategy		95 to 126	

	Business Strategy		95 to 126	

Course Code: SHMM632

Course Name:	**MANAGING the FAMILY BUSINESS**	**(MFB)**
Course Objective:		
	Learn Best Practices for Managing the Family Business	
Learning Outcome:		
	Understand the challenges & opportunites within family	
	business eco-system across the world and specifically	
	with respect to Indian Context.	
Pedagogy:		
	Text Book:	
		Indian Family Business
		Mantras
		by
		PETER LEACH & TATWAMASI DIXIT
	Reference Book:	
		Generation to Generation : Life Cycles of the
		Family Business
		by

		KELIN.E.GERSICK & John.A.Davis & Others
		(Harvard Business School Press)
	Suggested Reading:	
		Family Business
		by
		ERNESTO.J.POZA & MARY.S.DAUGHERTY
		(Cengage Learning, New Delhi)
	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx	
	Course Outline	
	&	
	Session Plan	
	Theme/	**Chapter/**
	Topic	**Reading**
	Introduction to Managing the	(What/Why/How/When/
	Family Business.	Where/Whom of MFB)
	The Great Indian	The ORIGINS & MODERN ERA
	Family Business	& BONDING.
	The Basics	STRENGTHS & CHALLENGES
	The Dynamics	The PEOPLE MANAGEMENT
		for MFB
	The Dynamics	The BUSINESS & FAMILY
		SYSTEMS for MFB.

	The Dynamics	The BUSINESS LIFE CYCLES & their COMPLEXITY.
	Values & Governance	The Family Values & Shared Vision.
	Values & Governance	Values in Action (Indian Expatriate Family Business)
	Values & Governance	FAMILY GOVERNANCE
	Values & Governance	FAMILY GOVERNANCE
	PROFESSIONALISING	PROFESSIONALISING the BUSINESS
		PROFESSIONALISING the BOARDROOM
	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxx	
	PROFESSIONALISING	PROFESSIONALISING the ADVISORS & CONSULTANTS.
	THE NEXT GENERATION	Managing Human Resource Issues
	The NEXT GENERATION	Family members working in the business
	The SUCCESSION PLAN	The Succession Paradox
	The SUCCESSION PLAN	The Resistance to SUCCESSION PLANNING.

	The SUCCESSION PLAN	The SUCCESSION DILEMMA
	The SUCCESSION PLAN	The Succession in
		OLDER FAMILY BUSINESSES
	The MULTI-GENERATION	The Evolution of Family
	BUSINESS.	Business Ownership.
	The MULTI-GENERATION	The Complex Family Network
	BUSINESS.	
	The MULTI-GENERATION	The Family Governance
	BUSINESS.	Process.
	The MULTI-GENERATION	Structuring Family
	BUSINESS.	Governance.
	RELINQUISHING CONTROL	Building Financial Security
	RELINQUISHING CONTROL	Selling the Business
	RELINQUISHING CONTROL	Ownership & Control
		Considerations.
	WEALTH MANAGEMENT,	
	FAMILY OFFICES and	The Wealth
	PHILANTHROPY	Management
	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxx	
	WEALTH MANAGEMENT,	The Family Business
	FAMILY OFFICES and	Philanthropy
	PHILANTHROPY	
	WEALTH MANAGEMENT,	The Family Office
	FAMILY OFFICES and	
	PHILANTHROPY	

	Do's & Don'ts for	(Open Source)
	Managing Family Business	
	The Top Ten Mistakes of	(Open Source)
	Familu Business Enterprises.	
	Book Review's for MFB	(Open Source)
	Movie Review's for MFB	(Open Source)
	Review & Feedback	
	Expectations from Students:	
		Passion/Purpose/Perseverance/Patience
		to learn & execute their Family Business Propostions
		for present or for future.
	Evaluation Timelines:	
	Component/Details	
	Class Paritıcpation (1)	10../10..
	Class Participation (2)	10../10..
	Class Participation (3)	10../10..
		Total 30../30..
	Non..Class..Participation(1)	10../10..
	Non..Class..Participation(2)	10../10..
	Non..Class..Particiaption (3)	10../10..
		Total 30../30..
	End..Term..Exam..Paper	***100../40..***

Course Code: SHMM630

Course Name: **Marketing Analytics**

Course Description:

"Marketing Analytics" refers to a broad set of statistical approaches used to improve managerial decisions pertaining to marketing domain. Some of these activities provide descriptive summaries of the past and the present, while few others generate predictive forecasts of how the future will unfold, and few others culminate in prescriptive advice about how the company should formulate marketing strategies. This course is designed in response to the need for analytics talent in the marketplace which the industry is looking for today in a candidate. The purpose of this course is to convey the benefits of a systematic analytical approach toward marketing decision-making, and to build skills, knowledge and confidence in various topics covered in this course. It aims at preparing future managers who can (1) appreciate the importance of data to build and leverage competitive advantage of the firm, (2) understand the multiplicity of tools, techniques and packages, and their usefulness; and (3) can apply these to assist decisions in different functional areas of marketing.

Learning Objectives:

1. To learn various packages currently in use in Industry to graphically represent marketing (small & big) data and make inferences.
2. To understand how to apply analytical models to support marketing decisions on segmentation, targeting, positioning, product design, pricing, retail merchandising, customer relationship/ value management, personalization & customization, social/ web media optimization, viral marketing etc.
3. Use predictive/ forecast models for finding customer lifetime value, and churn; and granulize data.

Statistical SW packages:

Microsoft Excel 2010+, SPSS 20.0+, R, RQDA, R-Studio, Python (Basics), Tableau/ Spotfire (Demo)

Prescribed Reading Resources:

1. Text Book: Marketing Analytics: Data driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publishers, 2014.
2. IBM SPSS manual (Available at: http://www-01.ibm.com/support/docview.wss?uid=swg27047033)
3. R/ R-Studio manual (Available at: https://cran.r-project.org/manuals.html)
4. Misc.- Students are encouraged to self-learn various tools and packages available (Youtube playlists)

Evaluation Components: This course will have no CP components.

Component	Approach	Weightage (%)	Timeline
NCP-1	Offline-Quiz	20	
NCP-2	Offline-Quiz	20	
NCP-3	Lab/ laptop based test	20	
End-term	Theory Exam (in IT Lab)	40	As scheduled by Exam Dept.

Course Outline & Pedagogical Detail:

Text Book	Title/ Topic	Package	Addl. Reading Reference (Esp. NPTEL/ Swayam Learning Video Links)

Chapters			
1, 2, 3	Introduction, Data Visualization and Summarization	Excel/ SPSS	**Descriptive Statistics:** https://www.youtube.com/watch?v=8LgR42WCRl0&list=PLRuMmQ8pdpQerOe_s8vGJG4&index=4 **Inferential Statistics:** https://www.youtube.com/watch?v=SUXOFrhWsAQ&list=PLR7MmQ8pdpQerOe_s8vGJG4&index=10
-	Data Cleansing (Outlier Detection, Missing Value Analysis, Data Transformation)	SPSS, Excel	**Data structure & database:** https://www.youtube.com/watch?v=n_Krer6YWY4&index=40 FtKLr0QN7MmQ8pdpQerOe_s8vGJG4 **Central tendency measures** https://www.youtube.com/watch?v=XaHFNhHfXwQ&list=PLR 7MmQ8pdpQerOe_s8vGJG4&index=5 **Dispersion Measures** (https://www.youtube.com/watch?v=tyfrT0cSZKo&list=PLRue MmQ8pdpQerOe_s8vGJG4&index=6
4,5,6, 7,8	Pricing (Demand curves, Linear/ Nonlinear Price Optimization, Revenue Management)	Excel	**Pricing Basics:** https://www.youtube.com/watch?v=3MUGmQKHIy4 **Price Optimization:** https://www.youtube.com/watch?v=KxMUE8igQ5I
16,17, 18	Predictive Analytics (Artificial Neural Networks, MLR & Logistic regression	SPSS, Excel (Decision Suite)	**ANN:** https://www.youtube.com/watch?v=ssvdhOMzO_A&list=PLR 7MmQ8pdpQerOe_s8vGJG4&index=35 https://www.youtube.com/watch?v=WNPh1B-XtDE&list=PLRueFtKLr0QN7MmQ8pdpQerOe_s8vGJG4&index **Simple & Multiple Regression in Excel:** https://www.youtube.com/watch?v=z1myWxR_1xY&index=2 eFtKLr0QN7MmQ8pdpQerOe_s8vGJG4 **Logistic Regression:** https://www.youtube.com/watch?v=kfFT4iTCDjg&list=PLRueF mQ8pdpQerOe_s8vGJG4&index=24
NCP-1 (Session No.11)			
	Customer Preferences in Product Research (Conjoint Analysis)	Excel / SPSS	**Extra Reading:** Oded Netzer et al. "Beyond conjoint analysis: Advances in preference measurement".In: Marketing Letters 19.3 (2008), pp. 337–354 **Regression-Basics:** https://www.youtube.com/watch?v=HvkdnfTN--U&list=PLRueFtKLr0QN7MmQ8pdpQerOe_s8vGJG4&index=16
19,20, 22	Customer Value (CLTV,	Excel	**Extra Reading:** "Which Customers Are Worth Keeping and Which Ones Aren't? Managerial Uses ofCLV".

	Acquisition and Retention)		In: Knowledge@Wharton. Knowledge@Wharton (2003). URL: http://goo.gl/pbUEx.
24,25	Market segmentation (2step Cluster Analysis, Classification Trees)	Excel / SPSS	**Cluster Analysis:** https://www.youtube.com/watch?v=YZdmbzLyrZQ&index=43&list=PLRueFtKLQ8pdpQerOe_s8vGJG4 **Classification Tree:** https://www.youtube.com/watch?v=gYSWrUP4aB0&list=PLRueFtKLr0QN7MmOe_s8vGJG4&index=26 https://www.youtube.com/watch?v=YoBTuTG_upU&list=PLRueFtKLr0QN7MmOe_s8vGJG4&index=27
29,30	Retail Analytics (Market Basket Analysis, RFM)	Excel / SPSS	https://www.youtube.com/watch?v=_Z5tZuVskaQ&list=PLRueFtKLr0QN7MmOe_s8vGJG4&index=38 https://www.youtube.com/watch?v=YZZfy8Y37_A&index=39&list=PLRueFtKLr8pdpQerOe_s8vGJG4
			NCP-2 (Session No.21)
-	Introduction to R/ R Studio: Installation & Packages, Importing Data files, Saving Files	R-Studio	**Installation:** https://www.youtube.com/watch?v=A_I5XAtkxiY&index=31&list=PLivwQpaBndwVQhTYeAmFBzsT **Importing Data:** https://www.youtube.com/watch?v=dCikE8vA90k&list=PLivwQpaBnnb8xeOMeAmFBzsT&index=20
-	Working With Variables & Data: Creating Vectors, Matrices, Subset of data	-do-	**Statistical Functions:** https://www.youtube.com/watch?v=vDDEZH5KpDY&list=PLivwQpaBnnb8xeOlYeAmFBzsT&index=22
-	Graphs & Plots: Bar, Pie, Boxplot, Histograms, Stem & Leaf, Scatterplot etc.	-do-	**Graphs and Plots:** https://www.youtube.com/watch?v=HRKMfk7jWwc&list=PLivwQpaBnnb8xeOYeAmFBzsT&index=23
-	Descriptive & Inferential Statistics	-do-	https://www.youtube.com/watch?v=OxhTzFd88sA&list=PLivwQpaBnnb8xeOMeAmFBzsT&index=27 https://www.youtube.com/watch?v=-TuZYR_ke_w&list=PLivwQpaBnnb8xeOMIdwVQhTYeAmFBzsT&index=26

	(Central tendency & dispersion measures, probability distribution, univariate & bivariate stat)		
-	Multivariate Statistical Analyses (Parametric & Nonparametric)	-do-	https://www.youtube.com/watch?v=udBs7AuVksk&list=PLqICp9VkFcbFMnz8UeBR9u3Tp&index=5 https://www.youtube.com/watch?v=mgxYPYRneyk&list=PLqICp9VkFcbFMnz8IeBR9u3Tp&index=6 https://www.youtube.com/watch?v=OxhTzFd88sA&list=PLivwQpaBnnb8xeOMveAmFBzsT&index=27
-	Social Media Analytics (fb, twitter, linkedin, whatsapp), Text-mining	-do-	**IBM Analytics Learning Service:** https://www.youtube.com/watch?v=FpQbMd8PUQ0 **Edureka:** https://www.youtube.com/watch?v=2nXwNJO16OE

Course Code: SLMM602

Course Name: Consumer Behaviour

Consumer Behaviour is a core marketing elective that deals with understanding the situational, contextual and personal influences on consumers. In a consumer driven market, it is essential to understand both the psyche of consumers as well as the other influencing factors, in order to derive meaningful and effective marketing strategies. This course is designed to enable an understanding of the psychological (individual) and social (environmental) influences on consumers. The course would therefore be a study of consumers from various perspectives, borrowing from various disciplines of social sciences.

By default, the study of consumer behavior is an evolved subject with numerous theories and concepts. For management students though, the challenge lies in meaningful application of these topics. This course is therefore designed to extract both an understanding as well as application of the concepts of consumer behavior.

Course Objectives

- Provide Insight into consumer behaviour for marketing decisions.
- Enable Understanding of consumer behavior from multi-disciplinary perspective.
- Enable understanding of consumer behavior from research perspective to capture data for decision making.

Learning Objectives

- Understanding the consumer behaviour principles.
- Understanding the consumer as an individual – Exploring the concepts of motivation, personality, perception, Learning & Attitude.
- Understand how to use Consumer Behaviour related information for decision making
- Understand the social and cultural dimensions of consumer behavior.

Text Book

Kumar Dinesh (2015),"Consumer Behaviour, 1st edition, Oxford publication

References

1. Leon G. Schiffman, J.Wisenblit and S. Ramesh Kumar, "Consumer Behavior", 11th Edition, Pearson Publications
2. Solomon, Michael R. Consumer Behavior: Buying Having and Being, 9th Edition
3. Kardes, Frank R. Consumer Behavior and Managerial Decision Making, 2nd edition

Course Outline:

CONSUMER BEHAVIOR TOPICS	CHAPTER READINGS	CLASS	CONTENT/ CASE/READINGS
Consumer Behaviour : Meeting Changes & Challenges	Chapter 1	Introduction to consumer Behaviour	**Reading** -The New Indian Consumer - by Ashok Gopal and Rajesh Srinivasan, HBR Oct 2006 (F0610C)
Consumer Decision Making Process	Chapter 3 (pp:63-89)	Discussion, Activity	HBR Decision Making Exercises PID: 9596039 PID: 9596040 PID: 9596041 PID: 9596042
Consumer Research	Chapter 14 (pp:515-552)	Activity and Discussion	**Reading:** *Learning from Extreme Consumers ,HBR,2014*

Motivation	Chapter 6 (pp:178-203)	Discussion and Activity on Laddering Approach	**Reading** – *"Motivation Research: Explaining why consumers behave the way they do"* By Jerry W. Thomas in Direct Marketing, Apr. 2008 **Case** - Managing online reviews on Trip advisor,HBR,2016
Personality – Human & Brand	Chapter 5 (pp:135-169)	Discussion, Activity Personality scale(s)	**Reading** –*"Avtaar Based Marketing"* By Paul Hemp in HBR, June 2006
TEST -1			
Perception	Chapter 7 (pp:211-251)	Activity and discussion	**Reading** –Analyzing consumer perception, HBR,2001 Activity: Multidimentional scaling in SPSS/Excel
Memory, Attention and Learning	Chapter 8 (pp:261-291)	Case Discussion	**Case** - Lifebuoy "SwasthyaChetna": Unilever's Social Marketing Campaign (MKTG147) (2001-06)
Attitude formation and Change	Chapter 9 (pp:300-328)	Movie , Discussion Attitude scale(s)	**Movie** – To sir with love/In Pursuit of Happiness
Communication & Consumer Behaviour	Chapter 13 (pp:465-500)	Models and explanations ,Activity	**Case** – Metabical: Positioning and communications strategy for a new weight loss drug (4241)
Family & Social Class	Chapter 10 (pp:341-367)	Case & Discussion	**Case** - P&G Tremour – Reinventing Marketing by Word of Mouth (ICMR) **Case** - P&G's Vocal point - Using Moms for W.O.M. (MKTG136) (2001-06)
TEST-2			
Culture, Cross-Culture	Chapters 11 (pp:375-408)	Case Discussion , Activity	**Reading:** *"Using Ethnography in Strategic Consumer Research"* By Rick Elliot and Nick Jankell Elliot in Qualitative Market Research, 2003 **Case:** Satisfying Needs or Encouraging Racial Bias(Text Book,PP;416)
Diffusion of innovation	Chapter 12 (pp:421-456)	Discussion	**Case** – *"Four Products: Predicting Diffusion (2011)"* (512047)
Online Consumer Engagement	Chapter 17 (pp:643-662)	Discussion	***Reading***- *"Age and Gender Matter in Viral Marketing"* By Kelsey Libert (HBR Aug 2014)

			(H00Y2F)
Ethical Consumption	Chapter 18 (pp:674-693)	Discussion	***Reading:*** *How (un) ethical Are you,HBR Article* ***Case:*** *Legal, But Not Ehical,pp677 book case*
Project Presentations			

	Assessment	Weightage/Marks
1	CP	10
2	TEST - 1	15
3	TEST-2	15
4	TEST-3(Project)	20
5	End Term	40

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Course Code: SLMM603
Course Name: B2B MARKETING

Course Objective: This course is designed to

- Help the student to appreciate the nature of industrial Marketing and understanding Industrial markets.
- Allow the student to analyze the Industrial Marketing environment in which the Marketers operate and strategies/ challenges thereof.

- To help students to gain a deeper understanding of Industrial Buying Behavior.
- To enable students to appreciate how different Industrial Market segmentation, positioning vis- a-vis consumer market segmentation.
- To help student to formulate different marketing mix strategies for different Product market segments so as to provide the best value proposition to their customers.

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

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

Text Book

- Business to Business Marketing: Relationships, Networks, and Strategies ,Nick Ellis and Soumya Sarkar, Oxford University Press

Suggested Reference Books:

1. Industrial Marketing Analysis, Planning and Control by Robert.R.Reeder, Edward.G.Briety & Betty.H.Reder, Prentice-Hall of India Pvt. Ltd, New Delhi.
2. Business Marketing (3rd Edition), Robert F. Dwyer, John F.Tanner Tata Publishing Co.Ltd.
3. B2B Marketing (Eleventh Edition), Michael D.Hutt, Dheeraj Sharma & Thomas W.Speh, CENGAGE Learning.

COURSE OUTLINE FOR B2B

Session wise activity	Learning Outcomes	Pedagogical Tools & T B Reading
Class discussion	Similarities & Differences between B2B & B2C marketing	TB Ch - 1 HBR Article (1) HBR Case (1)
TB: Introduction: Significance; Characteristics; & Relationships. **Article-1:** What is Industrial Marketing (592012-PDF-ENG)		
Case-1 discussion: FreeMarkets OnLine (598109-PDF-ENG)		
Class discussion:	Role of softer social	TB Ch - 2

TB: Organizational Buyer Behaviour: Types of buyers; Decision Making; Influences on DM. **Article-2:** Industrial Buyer Behavior (582117-PDF-ENG)	elements; Decision making process	HBR Case (1) HBR Article (1)
Case-2 discussion: Ring Medical (589046-PDF-ENG)		
Class Discussion **TB:** Business Marketing Planning & Strategies: Marker research; Supply / Demand chain management; STP; Branding for B2B markets. **Article-3:** How to segment industrial markets (84312-PDF-ENG)	Marketing audit; Positioning &repositioning; Financial implications of B2B branding.	TB Chs – 6,7 HBR Cases (2) HBR Articles (1)
NCP TEST-1		
Case-3 discussion: Emotiv Systems (510050-PDF-ENG)		
Case-4 discussion: Building brand Infosys (513003-PDF-ENG)		
Class discussion **TB:** Business Products &Services: Classification; Characteristics; New Product/service development;	Product-service combinations; Product Life Cycle.	TB Chs – 8,9 HBR Cases (2)
Case-5 discussion: Loctite Corporation : Industrial Product Group (581066-PDF-ENG)		
Case-6 discussion: Kone : The MonoSpace Launch in Germany (501070-PDF-ENG)		
Class discussion **TB:** Pricing in B2B Markets: Pricing decisions; Pricing Strategies. **HBR Article-4:**Industrial Pricing to Meet Consumer Needs(78609-PDF-ENG)	Value perceptions in B2B markets; Relevance of Discounts;	TB Ch – 10 HBR Cases (2) HBR Article (1)
Case-7 discussion: Atlantic Computers : A Bundle of pricing options (2078-PDF-ENG)		
NCP TEST-2		
Case-8 discussion: Signode Industries, Inc (A) (586059-PDF-ENG)		
Class discussion **TB:** B2B Marketing Communication: Elements of Communication; IMC; Effectiveness of B2B media. **HBR Article-5:** How B2B Marketers Can Get Started with Social Media (H02L2Z-PDF-ENG)	Linking marketing communication to channels; Impact of Social Media in B2B context.	TB Ch – 11 HBR Cases (2) HBR Article (1)
Case-9 discussion: Building Social Media Culture at Dell (514096-PDF-ENG)		
Case-10 discussion: Jones Lang LaSalle: Reorganizing around the Customer (410007-PDF-ENG)		

Class discussion	IORs in various contexts; Network Relationships; KAM approaches.	TB Chs – 3,4,5,& 12 HBR Cases (4) HBR Articles (2)
TB: Marketing Channels & IORs: Business relationships; Role of channels; Channels to Chains; Personal Selling; Organizing Sales force; **HBR Article-6:**Turn Your Industrial Distributors into Partners (86207-PDF-ENG) **HBR Article-7:** Industrial Selling - Beyond Price and Persistence (85212-PDF-ENG)		
Case-11 discussion: Siebel Systems: Anatomy of a Sale (Part 1,2&3) (503021-PDF-ENG; 503022-PDF-ENG; 503023-PDF-ENG)		
Case-12 discussion: Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction (593080-PDF-ENG)		
Case-13 discussion: Centra Software (502009-PDF-ENG)		
NCP TEST-3		
Case-14 discussion: Atlas Copco (A): Gaining and Building Distribution Channels (588004-PDF-ENG)		
Future of B2B Marketing & B2B marketing in India	Challenges & Opportunities – abroad & domestic.	HBR Article (1)
HBR Article-8: Beyond the Exchange - The Future of B2B (R00614-PDF-ENG)		

Course Code: SLMM604

Course Title : Services Marketing

Course Objectives:

1. To provide a thorough understanding of services marketing concepts and their application in a changing business environment.

2. To demonstrate an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services in a local as well as global context.
3. To recognize the importance of leadership and decision making in services marketing context.
4. To develop skills that enable students to tackle ethical issues in service businesses.
5. To enable students to communicate effectively about service marketing issues in oral presentations and written reports.

Learning Outcomes:

Upon completion of this course, students are expected to:

1. Acquire an understanding of services marketing concepts & theories in a changing business environment.
2. Comprehend an understanding of cross-cultural challenges in managing quality services.
3. Develop leadership and decision making skills to deal with achieving goals under pressure situations in service firms.
4. Recognize the importance of ethical decisions in a services marketing context.
5. Communicate effectively about service marketing issues in oral presentations and written reports.

Recommended Text Book:

- **Services Marketing**: Integrating Customer Focus across the Firm by *Valarie Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit*, 6th Edition, 2013, TMH

Suggested reference books:

- **Services Marketing** – People, Technology, Strategy by Christop*her Lovelock, Jochen Wirtz, Jayanta Chatterjee,* 6th edition, 2010, Pearson
- **Marketing Services**: Competing through Quality by *Leonard L. Berry and A. Parasuraman*

Course Outline

Topic	Learning Outcomes	Case studies	Chapters
Introduction to Services Marketing	1. 2. 3. 4. Characteristics of Services (4Is) Classification of Services. Services Marketing Strategy Service Innovation in the digital world.	**Article: Frei, Frances X., 2008, The Four Things a Service Business Must Get Right**, Harvard Business Review; Apr, Vol. 86 No. 4, pp. 70-80. Swayam Video: By Dr. Ravishanker https://www.youtube.com/watch?v=5MBEHY7Q0Ls&index=155&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	1
Service Quality Dimensions and Gap	1. The dimensions of services quality and its impact on consumer decision making 2. Overview of Service Quality Gap	Lecture	2, 4

	model		
Services Mktg. Mix and Customer Decisions	1. 1. Elements of Services Marketing Mix (7 Ps of Services Marketing) 2. Customers' expectations and perception about a service and how does it impact customer satisfaction? 3. Customer Decision making in Services	**Starbucks: Delivering Customer Service** Product Code: 504016-PDF-ENG; Publication Year: 2006 Industry: Retail (Non Alcoholic Beverages) *https://cb.hbsp.harvard.edu/cbmp/content/6504-AVO-ENG*	1, 3, 4
Service Innovation and Customer Standards	1. Managing Service Innovation and Design 2. Establishing customer defined service standards 3. Learning through Experiments	**Bank of America (A)** Product Code: 603022-PDF-ENG; Industry: Banking	8, 9
TEST-1	**Sessions 1 to 9**	***TEST-1*** **Chapters - 1, 2, 3, 4, 8, 9, 10**	
Customer Standards, Servicescape, Employee Roles & Service Profit Chain	1. Managing customer Centric Service Standards across different cultures (Hard and Soft Standards) 2. Role of service environment in delivery of an organization's overall value proposition (Services capes) 3. Role of employees in service delivery and challenges associated with it in a global marketing context 4. Service Profit Chain	**The Ordinary Heroes of the Taj** R1112J-PDF-ENG Publication Year: 2011	9, 10, 11
Customer Role and Instrumental & Normative Strategies	1. Role of Customers in Service Delivery and its impact on service quality 2. Instrumental and Normative Strategies	**Zip Car: Influencing Consu. Bhvr.** Product Code: 605054-PDF-ENG; Industry: Car Rental	12
Product to Service philosophy change in strategy; Outsourcing & Service Wrapper	1. The challenges which a company faces for moving from product to service strategy 2. The risks and benefits of outsourcing a service from the perspective of outsourcing company and the third party 3. Service Wrapper	**Dell Computers (A): Field Service For corporate clients** Product Code: 603067-PDF-ENG Industry: Low end server related services	1, 2, 4, 12
Service Delivery using Technology	1. Delivering Services through electronic channels and common issues associated with it	**Spotify** Product Code: 516046-PDF-ENG Industry: Online Music Streaming	4, 12

	2. Technology Acceptance in Services		
Service Encounters	What are the various types of services encounters, what their ultimate goal is and how an organization can progress from one type of service encounter to the other type?	**Video Session:** **Types of Service Encounters (by Ron Kaufman)**	4
Service Failure & Recovery	1. Customer and Employee Behavior in a crisis situation 2. Sources of service failures 3. Recovery strategies which can be used by a service provider 4. Service Recovery Paradox	None	7
TEST-2	**Sessions 11 to 20**	***TEST-2*** **Chapters - 4, 7, 9, 10, 11, 12**	
Managing Demand	1. 2. Strategies to Manage Demand Demand Prediction	**Avant Garden: Exploring Possibilities for Improving Revenue Management** Case Code : MKTG257 (ICMR)	13
24-25	Capacity Management	1. 2. Capacity Management in Service Blueprint	**Shouldice Hospital Ltd.** Product Code: 683068-PDF-ENG Industry: Health Care	13
Service Blueprint	Designing a Service Blueprint and identifying Failure points	**Note on Service Mapping** **Product Code:** 693065-PDF-ENG Designing a service blueprint with Mural -online tool	8
Pricing in Services	Various approaches to pricing services and their link with customer value creation	**Virgin Mobile: Pricing for the very first time** Product Code: 504028-PDF-ENG; Industry: Telecom	15
Integrated Marketing Communication in Services	1. Use of integrated marketing communication in services with particular emphasis on co-branding 2. 5 Ws of Service Communications Challenges in Communicating Services	**Class Exercise** **Swayam Video: By Dr. Ravishanker** https://www.youtube.com/watch?v=UIdWAgMCxsQ&index=78&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX	14
Business Ethics in Services	1. Realizing the need to act as a responsible corporation. 2. Realizing the importance of Business Ethics.	Tim Hertach at GL Consulting (A) Product Code #:800153-PDF-ENG	
TEST-3	**Sessions 22 to 29**	***TEST-3*** **Chapters - 8, 13, 14, 15**	

Services Management in a Multicultural Context	1. Role Corporate and National Culture in success of a service firm. 2. Cultural Renovation when entering new markets.	**Case: Four Seasons Goes to Paris** Product Code: 803069-PDF-ENG Industry: Hospitality
Revision	Clarifying student doubts.	

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	2			**10**
Test	3			**10**
Test	4			**10**
Group Project	5			**20**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SLMM605

Course Name : INTEGRATED MARKETING COMMUNICATION

Course Objectives:

- To discuss the various elements of promotion mix and learning how they are to be integrated to achieve desired results.
- To know the functioning of advertising agencies.
- To prepare effective marketing communication messages.

- To provide insight into media selection process.
- How to budget for IMC campaigns.
- How to evaluate the success of an IMC Campaign.
- To design, execute and run successful IMC campaigns.

Learning Outcomes:

At the end of the course, the student is expected to

- Learn the nuances of Integrated Marketing Communications
- Appreciate the process in the creation of advertisements for print, electronic and digital media
- Understand the preparation of budgets for IMC campaigns
- Analyze the various choices of media available , their pros and cons and make a decision about relevant media for Promotional campaigns
- Appreciate the process in the evaluation of success of IMC campaign

Recommended Text Book:

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

Suggested books:

1. Advertising Management, - Jaishri Jethwaney, and Shruti jain, Oxford Higher Education, 2015
2. Integrated Adv, promo, and Marketing Communication- Kenneth E. Clow and Donald Black, 3rd Edition, Prentice Hall India, 2009

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Course Outline :

Topic	Cases	Learning Outcomes	Chapter Readings & Digital resources link
Introduction	Introduction to the course	Students will appreciate • The need for integrating traditional advertising and promotion into an integrated campaign • The various features of elements of promotion mix namely advertising, Direct Marketing, Internet Marketing, Sales promotion, Publicity, and	1, 2 https://www.youtube.com/watch?v=TWgXBEMt3-A (Source-Swayam Video)
Growth of Advertising and Promotion, & Tools of IMC	Marketing Promotions {HBS: 2006: 9-506-028}		

		Personal selling. • Understand the Integrated marketing Planning Model.	
Organizing for Advertising – the Ad Agency	JWT China: Advertising for the new Chinese consumers {HBS, 2010: 809079}	Students will understand the nuances of • The functioning of advertising agency • The roles played by the various departments of advertising agency • How advertising agencies face challenges in global market	3 https://www.youtube.com/watch?v=9b1QFyFrYY4 (Source-YouTube)
Perspectives on consumer behavior- And the communication Process	The New Beetle [HBS, 2005: 9-501-023]	Students will appreciate and understand • How perceptions are formed about products and brands • How a marketer should understand the psychological aspects and plan integrated marketing communication campaigns • To appreciate various communication models like, AIDA, FCB, ELM Innovation and Adoption Model	4, 5 https://www.youtube.com/watch?v=VlqUPJ_LCrs https://www.youtube.com/watch?v=fahtUZbDKNk (Source-YouTube)
Test – 1			
Communication Strategy	Lighting the Fire: Crafting and Delivering Broadly inspiring Messages {HBS, 2016: 9-416-046}	Students will learn • Message factors, message appeals • Concepts like Promotional	5 & 6 https://www.youtube.com/watch?v=R_c0_I7Qxwo&=&list=PLNspp mbLKJ8L37GuTTX2Wmqu_dXgdoXX&=&index=37 (Source- Swayam Video)

		planning through the persuasion matrix, source credibility, source attractiveness, source power • Choosing a celebrity endorser	
Creative Strategy – Planning and Development, Implementation and Evaluation	Mountain Dew: Selecting New Creative {HBS, 2001: 9-502-040}	Students will appreciate • The importance of creativity in advertising, planning creative strategy- the creative challenge, taking creative risks • The creative process – account planning, inputs to the creative process: preparation, incubation, illumination, verification and revision • Creative strategy development – creative brief, the search for the major selling idea, developing the major selling idea, Unique selling Preposition (USP), • Designing creative - Advertising appeals and execution styles • Informational / Rational appeals, Emotional Appeals, Combining rational and emotional appeals, and	8 & 9 https://www.youtube.com/watch?v=UldWAgMCxsQ&=&index=78&=&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX (Source- Swayam Video)

		Additional types of Appeals like reminder advertising, teaser advertising	
Media Planning and strategy	YouTube for Brands (HBS, 2015: 9-514-048)	Students will understand the nuances of • Creative tactics for print advertising, television advertising, and radio • Client evaluation and approval of creative work • Developing media plan • market analysis and target market identification • Using indexes to determine where to promote • Establishing media objectives, developing and implementing media strategies • Budget considerations- determining relative costs of media, characteristics of media • Buying television time, network versus spot – advertising, spot and local advertising, syndication, methods of buying time- sponsorship, measuring the	10,11, 12 &18 https://www.youtube.com/watch?v=wHq-i9q_JW8 (Source-YouTube)

		television audiences-ratings point	
Test – 2			
Direct Marketing	Concept Discussions	Students will learn • The role of direct marketing in the IMC program • Direct marketing strategies and media • Direct response advertising and support advertising • Evaluating the effectiveness of direct marketing	Chap 14 https://www.youtube.com/watch?v=JAdKTx14Wy8 (Source-YouTube)
Budgeting	Reliance Baking Soda: Optimizing Promotional Spending {HBP, 2009: 4127}	Students will learn • Budgeting Approaches: Top down budgeting, bottom-up budgeting • Competitive parity and Return on Investment ROI • Communications effects pyramid and GFK purchase Funnel & Setting objectives for the IMC Program • And revisit the concepts like DAGMAR: Defining Advertising Goals for Measured Advertising Results an approach to setting objectives	7 &16
Sales promotion	Giant Consumer Products: The Sales Promotion Resource Allocation Decision {HBP, 2012: 4131}	• Sales response Model: concave-downward function model, S-shaped Response Curve • Types of sales	16

		promotion activities: consumer oriented sales promotion and Techniques and trade oriented sales promotion	
Internet & Interactive Media	Nike Football: World Cup 2010 South Africa {HBS, 2011: 511060}	• The proliferation and growth of the new age media • Various types of Internet/Interactive advertising (Banner Ads, Pop-Ups, Interstitial.SEO, Links, Behavioural Targeting, Contextual Advertising, Video on Demand, Social Networking sites Advertisements, Blogs, podcasting etc) • How to measure the effectiveness of Online Campaigns.	13 & 15 https://www.youtube.com/watch?v=aZgS4tWc4bU (Source- Swayam Video)
• **Project Submission and Presentation**			
Test-3			
Corporate Advertising and Measuring Effectiveness of Promotional Program	1. Chevron Corporation: Corporate Image Advertising {HBS, 1993: 9-591-005} 2.	Students will understand the • Objectives of Corporate advertising, types of corporate advertising like image advertising, event sponsorships, advocacy etc • The role of PR, integrating PR into the promotion mix,. • Advertising, and cause related advertising • Conducting research	17,18 https://www.youtube.com/watch?v=Qf7usLyR80k&list=PLNsppmbKJ8L37GuTTX2Wmqu_dXgdoZXX8index=6 (Source- Swayam Video)

		to measure advertising effectiveness- what to test (source factors, message variables, media strategies), when to test (pretests and posttests, where to test (laboratory, field test), how to test (PACT-positioning advertising copy testing) • The testing process – concept generation and testing, rough art, copy, and commercial testing	
Regulation of Advertising and Promotion	3. Sweet Deal -- Industry Self-Regulation Of Breakfast Cereal Advertising To Children{HBS, 2014: 9-712-463}		20 https://www.youtube.com/watch?v=PezZCHyQEjc (Source-YouTube)

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	1			**10**
Test	2			**10**
Test	3			**10**
Group Project	1			**20**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SHMM463

Course Name: **Sales and Distribution Management**

Course Objective: This course is designed to

- Help the student in understanding the process and skills required for conducting sales.
- Enable the student appreciate how Sales Manager manage sales force.
- To help the student gain an understanding of how to deliver the value to the target customers

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

- Gain an understanding of Sales Management Process and Selling Process
- Understand about Sales Forecasting, Quota Setting and Territory Designing
- Understand Sales Force Management functions in the term of Recruitment, Selection, Training, Motivation, Compensation and Evaluation of sales force.
- Understand distribution Channels, Channel Design Decision, Channel Management and Logistics Management

Recommended Text Book:

1. Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, 2nd edition, Oxford press

Suggested books:

1. Krishna K Havaldar, V M Cavale, Sales and Distribution Management, 2nd edition, Mc Graw Hill

Course Outline

Topic / Area Covered	**Case**	**Case details**	**Chapter Reading**
Introduction to Sales Management	Introduction to Sales, Challenges, Sales Management as a function, A glimpse of Sales Managers' functioning & role across various Sectors		Ch-1&2
Personal Selling (Selling Process)	Personal Selling and Sales Management		Ch-3
Negotiation	Role Play		
Sales Organization	Sales Force Integration at FedEx (A)	HBS case # 9-506-029	Ch-6
Sales Forecasting	Cottle- Tayler: Expanding the Oral care group in India	HBS case # 4350	Ch-4
Sales Quotas	Quotas setting - Activity		Ch-8
Management of sales quotas	IBM: " Make it your Business" (A)	HBS case # 9-190-137	Ch-8

Management of Sales territories	StepSmart Fitness	HBS case # 9-914-509	Ch-7
Designing of Sales Territories	Territory Design Activity		Ch-7
Routing & Journey Plan	Sales person Journey Plan Activity		
Recruitment, selection and training of sales force	Eureka Forbes Limited: Managing the selling effort(A)	HBS case # 9-506-003	Ch-9&10
Motivating and compensating sales person	Designs by Kate: The Power of Direct Sales	HBS case # 4284	Ch-11&12
Controlling and evaluating the Sales Effort	Waters Chromatography division : U.S Field Sales (A)	HBS case # 586011	Ch-13&14
Channel Design	Nature view Farm	HBS Case # 2073	Ch-15&16
Rural Sales Channel	**Sales Misconduct at Wells Fargo Community Bank**	HBS case # 9-505-056	Ch-15
Distribution Management	Activity – ROI for Channel Member		Ch - 15
Channel management	Avon.com (A) Product no. 503016-PDF-ENG		Ch-19
Distribution Wholesaling & Retailing	Polaroid Corp.: European Distribution System	HBS case # 9-695-038	Ch-17 Ch-20&21
	Project presentations		

Projects: Students visit any organization, Meet the Sales Managers and Prepare a detailed report on how sales activities are carried out. Also, they are asked to meet a channel member and present the issues related to distribution (inventory, stock movements, market challenges, etc.,)

Course Code: SLMM608
Course Name: Strategic Marketing Management

Course Objective: To develop the skill of strategic decision making under different marketing scenarios and to be able to design and implement various marketing strategies in different marketing contexts.

Course Pedagogy: The course shall be dealt entirely through cases and a simulation exercise spanning the entire course duration. Cases will be drawn entirely from HBS. The simulation game titled "Marketplace" will be used to illustrate the process of strategic marketing at a fairly advanced level. From time to time students are expected to refresh their knowledge on marketing concepts and frameworks in order to succeed and actively participate in the simulation game.

Recommended Text Book: Douglas West, John Ford, and Essam Ibrahim, "Strategic Marketing: Creating Competitive Advantage", 2nd Edition, Oxford Press

Suggested Book: Strategic Marketing Problems: Cases and Comments, PEARSON, 12th Edition, Roger A. Kerin, Robert A. Peterson

Topic / Activity / Review	**Case study / Article/discussion**
Introduction to Strategic Marketing Management – importance and relevance	Discussion
Strategic Direction **Marvel Enterprises Inc (Abridged)** – HBS Case 511097	
Understanding Strategic Planning, implementation and evaluation **Norton : Strategic Planning for Diversified Business Operations** – HBS Case : 9-377- 044	
Segmentation, Targeting Positioning **Gillette** - HBS Case 9-587-099	
Market Planning **H-E-B Own Brands**: HBS Case : 9 – 502-053	
Branding and Advertising **Heineken Global Branding and Advertising** (HBS Case- 9-596-015)	
Strategic Pricing Decisions Case from Text book :**South West Airlines**	
Introduction to SMM Simulation game - **Balanced Score card and Marketing Plan**	
Marketplace 6 game registration, Introduction to the First three rounds, formation of Teams, Assignment of roles	
Round 1 Review	
Round 2 Review	
Round 3 Review and Submission of **Marketing plan** by Teams	
Round 4 Review	
Marketing Plan – Presentation by teams	

Marketing Plan – Presentation by teams
Round 5 Review
Round 6 Review
Round 7 Review
Round 8 Review
Offline TEST
Debriefing of the Marketplace Game
Debriefing of the Marketplace Game

Evaluation and grading

1. Class Participation : 10 marks (will be marked for the class room sessions)
2. Marketing Plan : 10 marks
3. Simulation game : 20 marks (Marks & Grades would be decided by the results obtained in the simulation game
4. Test offline : 20 marks
5. End Examination : 40 marks

Total **100 marks**

Attendance norms as prescribed by the Academics department will be strictly followed.

Marketplace Licenses will be procured and distributed to the students by respective faculty members. All students must be careful during the login process. Any mistake at this stage will not allow you the freedom to go through the game individually.

Course Code: SLMM609

Course Title: Retail Management

Need for the Course

The retail management course is one of the widely offered by B-School across the world. The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space. Indian Retail Industry has immense potential as India has the second largest population with affluent middle class, rapid urbanisation and solid growth of internet. India has replaced China as the most promising markets for retail expansion, supported by expanding economy, coupled with booming consumption rates, urbanizing population and growing middle class. The Indian retail trading has received Foreign Direct Investment (FDI) equity inflows totalling US$1.09 billion during April 2000–September 2017, according to the Department of Industrial Policies and Promotion (DIPP). The Government of India has taken various initiatives to improve the retail industry in India.

This course will enable students to develop decision making skills related to retailing in the areas including merchandise and expense planning, store layout, product line and resource determination, pricing, promotional strategies, customer service, financial planning and control. Besides, the course also covers latest trends in the Indian retail industry such as omni-channel retailing, customer shopping experience management. The overall outline of the course is based on India specific issues and challenges faced by retailers.

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

i) Apply retail management concepts and theories in a business situation.

ii) Develop and evaluate a retail management program.

iii) Should have an in-depth appreciation and understanding of the unique challenges inherent in managing retail services.

iv) Identify strategies and key success factors governing retail businesses.

Learning Outcomes for Students

Students should appreciate

- Importance of Retailing in our society.
- Retail strategies focused on merchandise, location, pricing, communication, customer service, human resource, and store design/layout
- How the above strategies can be integrated while developing their overall retail strategy.

Required Text:

- *Retail Management* by Michael Levy, Barton Weitz and Ajay Pandit. Eighth Edition, 2011, Tata McGraw Hills

Please note that a new edition of this book is expected to be released around October this year. Once available, the current edition will be replaced with the new edition.

Supplementary Texts

- *Retail Management: A Strategic Approach* by Barry Burman, Joel Evans and Mini Mathur, Eleventh Edition, 2010, Prentice Hall
- *Managing Retailing* by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Second Edition, 2012, Oxford University Press

Major Institutes following the course outline along with recommended textbook

- Indian Institute of Management, Ahmedabad
- Leonard N Stern School of Business, New York University
- Texas A&M University
- Fisher College of Business, The Ohio State University
- Warrington College of Business, The University of Florida
- University of Tennessee
- Thompson Rivers University
- Florida Gulf Coast University

Course Outline

Topic/Area Covered	Case/Article	Resources (Industry Reports/ ICT Tools/ Videos/ Case) Details	Chapter Reading
Introduction to Retailing	"Winning in India's Retail Sector" by Price Waterhouse Coopers (PWC)	Source: http://www.pwc.com/in/en/assets/pdfs/rc-publications/WinningSector.pdf	1
Introduction to Retailing	"Winning in India's Retail Sector" by Price Waterhouse Coopers (PWC)	1. Source: http://www.pwc.com/in/en/assets/pdfs/rc-publications/WinningSector.pdf 2. Video: Future of Retail in India - Kishore Biyani & Sanjiv Mehta in conversation with Shereen Bhan (AIMA) https://www.youtube.com/watch?v=B9ZkfoG1FUA	1

Types of Retailers	"The overview of Indian Retail Industry: Retail Formats in India" by Indian Brand Equity Foundation	Source: http://www.ibef.org/download/Retail50112.pdf	4 & 5
Multi-Channel Retailing	"Driving Indian Consumption through Integrated Multi-Channel Retailing" by FICCI and TCS	1. Source:http://www.ficci.com/spdocument/20180/DrivingIndian%20Consumption.pdf 2. Video: The Nykaa Story – From eCommerce to OmniChannel Retailing https://www.youtube.com/watch?v=ZBRcgamrENg	4 & 5
Retail Store Location	Class Activity: Developing a checklist for store location decision	HBS Background Note product code: 593112-PDF-ENG	9 & 10
Retail Site Selection	HBR Note of Store Location	GIS Demo: https://www.caliper.com/maptitude/sitelocation/default.htm	9 & 10
Retail Site Selection	Class Activity: Store Site Selection based on Trading Area Analysis	GIS Demo: https://www.caliper.com/maptitude/sitelocation/default.htm	9 & 10
Retail Market Strategy	Reed Supermarket: A new Wave of Competitors	HBS Case product code: 4296-PDF-ENG	2
Retail Market Strategy	Reed Supermarket: A new Wave of Competitors	HBS Case product code: 4296-PDF-ENG	2
11	**Test I (Weightage: 15 percent)**		
Retail Financial Strategy	HBR Note on Economics of Retailing	HBS Background Note product code: Product Code: 595006-PDF-ENG	6
Retail Financial Strategy	Tiffany's and Walmart: Comparing Financial Performance	Analysis of Financial Statements of Two retailers using MS Excel	12
Customer Relationship Management	Customer Loyalty Schemes in Retailing & Market Basket Analysis	HBS Background Note product code: 511077-PDF-ENG 1. Calculation of Market Basket Analysis using Shopping Basket Analysis (MS Excel)	7
Customer Relationship Management	Class Activity: Calculation of CLV	HBS Marketing Analysis Toolkit product code: 511702-XLS-ENG 2. Calculation of CLV in retail using MS Excel	7
Customer Relationship Management	Active Endevors: Analyzes the Customer Database	Class activity using SPSS 21	7
Retail Merchandise	Class Acticity: Merchandise Category	Class exercise using MS Excel	14 , 15 &

Planning	Evaluation using Big Bazaar Data		16
Retail Merchandise Planning	Paper and More (A)	HBS Case product code: 606023-PDF-ENG	14 , 15 & 16
Retail Merchandise Planning	Developing an Assortment Plan	Video: How to Build a Merchandise Plan with Retail Pro Planning https://www.youtube.com/watch?v=9VbDY8QJ8HE https://www.youtube.com/watch?v=Jo6JAYjfrnM	14 , 15 & 16
Retail Buying and Growth of Private Labels	H-E-B Own Brands	HBS case product code: 502053-PDF-ENG	15
Retail Pricing	Hallstead Jewelers	HBS case product number: 107060-PDF-ENG	17
Vendor-Relater Relationship	Retailer-Vendor Negotiation Game: Win As much As You Can	Details will be provided by the faculty	16
Retail Store Design/Layout	Class Activity: Design a Store Layout using customer shopping lists	Smart Draw Demo: https://www.smartdraw.com/	17
Human Resource Management	Human Resource and Skills Requirement in Organized Retail (2022) by NSDC - MHRD India	Source: http://www.nsdcindia.org/pdf/organised-retail.pdf	9
Information Systems	RFID at the Metro Group	HBS Case product number: 606053-PDF-ENG	10
Test – II (Weightage: 15 percent)			

Evaluation Pattern		
Component	**Component Number**	**Weightage**
Class Participation	1	10
Class Test (2)	2	30 (15 percent each)
Group Project	4	20
End exam	5	40
		100

Course Code: SLMM612

Course Name: Brand Management (BDM)

Course Objectives

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

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Learning Outcomes

At the completion of the course the students will be able to :

- To get an overview of the Brand Management function (such as role of brands, concept of brand equity, and the advantages of creating strong brands).
- To understand a comprehensive and holistic idea about the various Brand Management Strategies.
- To understand the process of developing and sustaining successful brands.
- To appreciate the importance of brand management in the global context.

Required Reading (Prescribed Text)

- **Brand Management – Principles and Practices. Kirti Dutta**

Additional Reading -

Strategic Brand Management 3rd Edition by Kevin Lane Keller

Building Strong Brands By David Aaker

22 Immutable Laws of Branding by Al Ries

Online Resources

CEC Lecture videos on Brand Management (I to VI)

Brand Management -

https://www.youtube.com/watch?v=UcDnoLdq4qI&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=46

Brand Management - II

https://www.youtube.com/watch?v=eag24D3Adi0&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=45

Brand Management - III

https://www.youtube.com/watch?v=kLsqFJhPgfA&index=44&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX

Brand Management - IV

https://www.youtube.com/watch?v=oiNDHI9Cjt4&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=43

Brand Management - V

https://www.youtube.com/watch?v=w2R9-zbWmG4&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=4

-

Detailed Course Plan

TOPICS	Case	Chapter in Book (Dutta)	Learning Outcomes
Introduction to Brand Management	Introductory Ice Breaker	Ch. 1, 2, 3	Importance of branding, branding challenges and opportunities, creating a brand, organizational culture and internal branding
Customer Based Brand Equity and brand elements to enhance CBBE	Article: 'Choosing appropriate brand name' To be delivered by the faculty (optional)	Ch. 4	CBBE, sources and outcomes of CBBE (including brand elements)
Brand Value Chain	Keller material	NA	Stages in brand value chain, customer equity
Brand Positioning	The Dubai International Film Festival (9-517-110)	Ch. 8	Guidelines in developing a good brand positioning strategies, identity- positioning- image relationship
Designing Marketing Programs to Build Brand Equity	Hunley Inc.: Casting for Growth (9-919-501)	Ch. 9	New perspectives and developments in marketing, enhancing product experience, value pricing
TEST-1			
Integrating Marketing Communications including online branding to Build Brand Equity	YouTube for Brands (9 -514 - 048)	Ch. 10	Changes in the new media environment, major marketing communication options including online and other digital media, ways to mix and match communication options
Leveraging Secondary Brand Associations	Under Armour's Founder on Learning to Leverage Celebrity Endorsements (Harvard Business Review)	Ch.4	Ways to leverage secondary brand associations, tactical issues in leveraging secondary associations
Researching for sources of Brand	Saxonville Sausage	Ch. 5	Qualitative research techniques to capture customers' brand knowledge, quantitative research techniques to

Equity: Capturing Customer Mindset	Company (HBS Brief Cases 2085)		measure brand awareness, image, responses and relationships
Developing a Brand Equity Measurement and Management System	The Brand Report Card (Harvard Business Review)	Ch. 6	Return on marketing investments (ROMI), brand audit, designing and conducting a brand tracking study
Consumer buying decisions and consumer – brand relationship	Membership Rewards from American Express (9- 518-079)	Ch. 7	Comparative methods to assess brand equity, holistic methods for valuing brand equity
TEST-2			
Designing and Implementing Brand Architecture Strategies	Park Hotels: Revitalizing an Iconic Indian Brand (9-314-114)	Ch. 12, 13	Key components of brand architecture, guidelines for brand extensions and developing a good brand portfolio, basic brand hierarchy, corporate branding,
Managing Brands over Time	Asics: Chasing a 2020 Vision (9 – 517 – 060)	Ch. 14	Brand reinforcement, brand revitalization, brand repositioning, ways to improve brand awareness and brand image, managing brand crisis
Managing Brands over Geographic Boundaries and Market Segments	Harmoine Water: Refreshing the World naturally (9-917-527) Hofstede Cultural Dimensions	Ch. 15	Rationale for developing a global brand, standardization vs. customization, Hofstede cultural dimensions and their implications, specific cases in India and China
TEST-3 and Project Presentations			

Evaluation Components

Serial No.	Evaluation Component	Name	Type	Marks
1	A1	CP	Ongoing	10
2	A2	Project	Assignment/Project	20
3	A3	TEST 1	Test	10
4	A4	TEST 2	Test	10
5	A5	TEST 3	Test	10

6	A6	End Term	Examination	40

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The total marks for the internal evaluation would be 60 marks and would have 60% weight-age.

Course Code: SHMM625

Course Name: Digital Marketing

Course Objectives:

The course enables students to learn key digital marketing strategies leveraged by marketers in a dynamic marketing environment. The hands on course specifically focus on how businesses create, market and deliver value in a digital ecosystem. The course utilizes Harvard Business School (HBS) cases to introduce a wide range of internet marketing issues faced by online marketers. These cases serve as a foundation for critically analyzing situations and acquiring evidence-based, ethical decision-making skills using marketing theory and marketing metrics. Further, the course will expose students to contemporary digital marketing metrics and analytic tools, such as Web Analytics, Campaign Performance Analytics, Social Media Analytics, and other web metrics to integrate marketing performance with a firm's strategic thrust to meet corporate goals.

Learning Outcomes:

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

A. Explore the realities and implications of digital marketing and e-commerce from marketers' perspective.
B. Efficiently plan, create, manage and measure digital marketing campaigns.
C. See the similarities and differences between traditional and modern marketing approaches; and also to understand where to draw a line between both.
D. Draw business insights from digital marketing research reports available on various analytics reports.

Recommended Text Book (TB):

Internet Marketing: A Practical Approach in the Indian Context, Moutusy Mainty, Oxford (2017)

Reference Books (RB):

S. No.	Book Title	Author/s (Year), Edition, Publication

1	Internet Marketing	Roberts & Zahay, Third Edition (2016), Cengage Learining
2	Online Marketing: A Customer-led Approach	Richard Gay, Alan Charlesworth and Rita Esen (2010), Oxford University Press.
3	e-Commerce and Web Marketing	Ward A. Hanson and Kirthi Kalyanam (2009), Cengage Learning.
4	Online Marketing: 36-Hour Course	McGraw-Hill (2010), McGraw-Hill.
5	The Curious Digital Marketer 2.0	Afaqs! Campus (2013),Banyan Netfaqs.
6	Web Analytics 2.0	Avinash Kaushik (2013), Sybex - John Willey & Sons.
7	Search Engine Optimization: An Hour a Day	Jennifer Grappone and Gradiva Couzin (2012), 3rd Edition, John Willey & Sons.
8	Search Engine Optimization: Your Visual Blueprint for Effective Internet Marketing	Kristopher B. Jones (2013), 3rd Edition, John Willey & Sons.
9	Website Optimization: An Hour a Day	Rich Page (2012), 4th Edition, John Willey & Sons.
10	Advanced Google AdWords	Brad Geddes (2012), 2nd Edition, John Willey & Sons.
11	Social Media Marketing	Dave Evans and Jake Mckee (2011), Wiley India Pvt Ltd.
12	The Digital Marketing Handbook	Mohit Pawar, Metadoor Publications.

Detailed Course Plan:

Topics	*Learning Outcomes*	*Discussion Article & Cases*	*Chapter Readings*	*Topics by Whom*
Introduction to Evolution of Digital Marketing Landscape Ice-breaking, Brief intro of course, Past, present and future of digital marketing landscape, Web 1.0 / 2.0 / 3.0 Dot com bubble and burst, The internet value chain, Cloud computing: SaaS, PaaS, IaaS.	• To understand key developments in digital marketing domain. • To understand how the Internet and other digital media impact upon the marketing function. • To evaluate the relationship between the internet and traditional marketing concepts. • To appreciate the scope and potential of the digital marketing.		Text book - Chapter 1	Rishi

Business Models, Customer Behavior & Experience Management for the Virtual World Overview of different online business models and their typologies, strategic options for value creation and marketing. Understanding consumer decision making process in the digital world and how marketers can provide better experiences. Showrooming, webrooming, and omni-channel retailing.	• To understand the key stages in web adoption and evolution. • To understand the critical success factors of the main revenue generating models evolving online business. • To understand consumer decision making in digital world. • To comprehend the characteristics of the key business formats in the digital economy.	**SEO Process (Article)** Internally written by Faculty	Text Book Chapter 6 & Reference Book 1 - Chapter 2 & 3	Rishi
Search Engine Optimization Overview and importance of Search Engine Optimization. Evolution of SEO. Steps in Performing SEO. Difference in On-Page and Off-Page SEO. Leveraging White-Hat SEO	• Student will be able to appreciate importance of SEO • Learn nuances involved in deploying SEO • Able to create effective SEO Strategy. • Learn how to measure success of a SEO over time.	**Practical Session 1-2** Creating PPC Advertising Campaigns	Text book-Chapter 2	Prof. Ratan
Understating Different Digital Marketing Channels, Basic Terminology & Analytics Understand importance of various channels. Digital Marketing metrics, Web Analytics, CPM, CTR, CR, Landing Pages, Bounce Rate, Exit Rate etc.	• • To understand role of various channels involved in digital marketing. To understand key business metrics used in digital marketing performance evaluation.	**"Harvard Business School Executive Education: Balancing Online and Offline Marketing"** (2012), *HBS 9-510-091*, Pgs. 16. **Practical Session 3** Analytics Basics	Text Book Chapter 5	Vaibhav
NCP 1	**Online MCQ Test**			
Search Engine Advertising & Display Advertising Brief overview and history of online advertising. Account creation, Essential requirements and setting of account creation, Ad	• To introduce to students the digital advertising ecosystem. • To gives hands-on exposure about how to operate a PPC campaign and its various features that enable creation,	**Practical Sessions 4, 5**	Text Book Chapter 3 & 4	Rishi

extensions, Creating and managing different types of Text ads and Image ads, Conversion and goal setting, attribution modeling, Remarketing campaigns, shopping campaigns.	editing, and maintenance of online advertising by a company.			
Strategizing Website Driven Business Learn different types of website based business. Advertising Vs. Subscription based revenue monetization. CPM Vs. CPC models and their effectiveness for marketers. Calculating ROMI.	• To understand completion in • Online Ecosystem Understating different • revenue generation methods. Appreciate top-line revenue maximization to bottom line profitability.	**MedNet Confronts Click Through Competition** " (2007), 2066-PDF-ENG, HBP Brief Case, Pgs. 12.	Text book Chapter 5 & Other Resources	Rishi
NCP 2	Online MCQ Test			
Measuring Campaign Effectiveness & Advanced Web Analytics Setting up goals, Examining analytics reports, Choosing the right report for your analysis, Creating custom reports, dashboards and segments. Managing and measuring digital marketing funnel effectiveness.	• To understand the link between the analytics and business performance. • To learn about key analytics measurement tools so that marketers can grow their business through intelligent data collection and analysis. • To demonstrate the campaign report writing.	**Practical Session 6,7** Website Analytics	Text Book Chapter 5 & Online Resources	Rishi & Vaibhav
Inbound Marketing: Social Media Marketing, Content Marketing, E-Mail Marketing Brief overview, Marketers "Follow the eyeballs", The use of social media marketing by small business, Using social media to engage and motivate employees, Listening to target audience, Social capital 2.0, Social search, Folksonomy, Social sharing, Collaborating with the brand	• To introduce to students the social media marketing tool available to online marketers. To give hands-on exposure about the various aspects of social media marketing including creating, monitoring, editing, maintenance, and evaluation of online advertising via social media.	**Cyworld: Creating and Capturing Value in a Social Network** **Product #: 509012-PDF-ENG** **Practical Session 8,9** Social Media Tools and Analytics Sentiment Analysis	Text Book Chapter 7,8,9	Rishi
Mobile Marketing Introduction to Mobile Marketing, How Mobile				Prof. Ratan

Marketing is Different, Mobile App Optimization, Role & Features of Mobile App				
Revision/Closing Remarks				

Department-Wise List of Electives

HR Area Electives

Course Code: SHHR630

Course Name: HR Analytics

Course Objectives:

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

Learning Outcomes:

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

Reading Material:

- ***Text Book:*** Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Cengage Learning Publishers.

Reference Book:

1. How to measure Human Resource Management (3rd ed.)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.
2. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.
3. Discovering Statistics with SPSS. Field, A. (2005) Oxford.
4. Applying advanced analytics to HR Management decisions (2014)- James C. Sesil, Pearson
5. Making Human Capital Analytics Work- Measuring the ROI of Human Capital Processes and Outcomes (2015)– Patricia P. Williams and Jack J. Phillips, McGraw-Hill.
6. Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. SAGE Publications India.
7. Banerjee, P., Pandey, J., and Gupta, M. (2019) Practical Applications of HR Analytics: A Step-by-Step Guide. Sage Publications India Pvt. Ltd. (pp. 1-352).

TOPIC	CASE/ ARTICLE/ C ONTENTS/ NUMERICALS	LEARNING OBJECTIVES
Introduction to HR Analytics	Introduction to analytics. Importance of HR analytics. Challenges and trends in HR analytics. Analytical methods and models (Descriptive, predictive and prescriptive analytics);	Understanding advantages of measuring HRM, techniques in HRA, common problems/ obstacles with HR analytics.
	Reading Materials:	
	1. HR joins the Analytics revolution, HBR (2014)	
	2. Learning from practice: how HR Analytics avoids being a management fad, Rasmussen, T. & Ulrich, D. (2015), *Organizational Dynamics.*	
Introduction to HR Metrics	Measuring HR Performance (efficiency & effectiveness), HR Measures (classification, examples, and exercise)	To know about the standard HR metrics. To measure various facets of HR related outputs
	Key HR metrics (Time to fill, Career path ratio, Cost per hire, HR headcount ratio Direct labor cost, Recruitment metrics and Training evaluation model	

	including Kirkpatrick Model), Standards (Introduction to TDRP, CIPD, & Saratoga)	
	Reading materials:	
	1. How to measure Human Resource Management (3rd ed)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.	
	2. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.	
	Case study:	
	1. Banerjee, P. & Purkayastha, D. (2016). Training Metrics: Calculating Training ROI. ICMR (case code: CLHR/043).	
	2. Priyadarshini, C., Banerjee, P. & Purkayastha, D. (2016). Recruitment Metrics: Calculating Hiring Costs. ICMR (case code: CLHR/042)	
	Other resources:	
	TDRP, Saratoga, & CIPD reports	
Descriptive analytics	Types of data, preparing data (issues with bad data, missing values, data cleaning) Introduction to MS Excel (basic functions), creation of HR Dashboards (slicers, speedometer, pivot table, and advanced functions such as LOOKUP, INDEX, etc.) Overview of Tableau.	Learning to use MS Excel for HR functions
	Reading material:	
	Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Video on Dashboards: https://www.youtube.com/watch?v=t6IiCqhfgoU	
	Teaching mode: Practical session (laptop is must)	
Tools and Techniques I	Basic concepts of correlation and regression analysis, ANOVA, t-Test, Chi-square test, and Mann Whitney test using MS Excel & SPSS.	Hypotheses formulation and testing using

		HR data.
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).`	
Tools and Techniques II	Logistic regression, demand forecasting, trend analysis using exponential smoothing using SPSS. Interpreting outputs from SAS and R-commander.	Understanding the application of logistic regression and interpretation of results
	Reading Material:	
	1. Discovering Statistics with SPSS- Andy Filed (e book).	
	2. Strategic HR Planning – Monica Belcourt - Chapter 6,7	
	Case Study:	
	Sensing (and Monetizing) Happiness at Hitachi (HBS Case No: 418019-PDF-ENG)	
Tools and Techniques III	Normality test, reliability and validity analysis, cluster analysis, and factor analysis	Learning to find out data suitability and categorizing data
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).	
Tools and Techniques IV	Unsupervised learning algorithms using cluster analysis	Applications of unsupervised learning algorithms
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).	
Tools and Techniques V	Neural networks (Introduction, background, how the human brain works a neuron model, a simple neuron, pattern recognition example, a complicated perceptron, different types of neural networks, network layers and structure, training a neural network, learning process, and neural networks in use) and decision trees in SPSS	Applications of supervised learning algorithms
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).	

Course Code: SLHR601
Course Name: HR Planning

Course Description: This is an HRM elective course that is designed to provide both a conceptual and practical study of human resource planning and strategic staffing within organizations.

Upon completing the course, you will be able to develop an integrative framework and activities of HR planning and strategic staffing in an organization congruent with the business strategies. The course aims at positioning and aligning HR activities, specifically HR planning and staffing with the business goals/strategies so that you can understand HR's role and strategic importance in an organization. The emphasis is that HR is not a standalone activity and the ownership of HR should belong to the line/business managers and HR professionals are their strategic partners.

Some specific topics of this course include: aligning HR with strategy, HR planning and staffing; HR forecasting process, ascertaining HR supply, succession management, IT for HR planning, downsizing and restructuring, staffing for international operations, among others.

This course is of importance to those with interests in the field of HRM as well as to managers in all functional areas of an organization who need to build and develop the KSAs to effectively manage people. Organizations gain sustainable competitive advantage through people thus making HRM an important partner in the strategic planning and decision-making process. By the end of this course, you will gain an understanding of why effective HR practices are critical to the success of any organization and the strategic planning role that HR professionals now play in organizations.

B. **Scope:** The course is designed to help HR managers plan and make decisions about the allocation of resources for effective management of people in organizations, within a given strategy. It deals with making the inventory of current utilization, finding out/forecasting manpower requirements, understanding manpower supply and procurement plans both for domestic and international operations.

C. **Course Objectives:** The objectives of this course are -

- ✓ To focus on how HR can create an alignment with business strategy and contribute to business performance.
- ✓ To understand the impact of the external environment on staffing.
- ✓ To understand the strategic importance of staffing.
- ✓ To develop a workforce plan.
- ✓ To evaluate the current issues and methodologies used in workforce planning.

- ✓ To compare decision-making models.
- ✓ To explain the interdependence of staffing with other HRM functions.
- ✓ To provide linkage of business strategy to HR strategies-policies and systems.
- ✓ Discuss current issues in staffing.
- ✓ To create practical understanding of an organization strategy with HR planning to create sustained competitive advantage.
- ✓ To help appreciate how HR Planning is critical to the firm's survival and its relative success.

D. **Course Outcomes:** At the end of the course, the student would have an understanding of -

- ✓ The strategic role and importance of HR planning and staffing in alignment with the business goals and strategies.
- ✓ Formulating effective staffing strategies and solutions for different organizations.
- ✓ Evaluating and critiquing various staffing and selection methods and recommend suitable strategic choices in an organization.
- ✓ Conducting competency-based interview and evaluating interview performance.
- ✓ Making strategic employment decisions and gauge effectiveness of the staffing systems.

E. Recommended Text Book:

- Belcourt, Monica; McBey, J. Kenneth; Hong, Ying & Yap, Margaret (2015). Strategic Human Resource Planning. Cengage Learning, Delhi

F. Suggested Readings:

- Heneman III, Herbert G., Judge, Timothy A., & Kammeyer-Mueller, John D. (2015). *Staffing organizations*. 8th Edition. Middleton: Mendota House.
- Searle, Rosalind. (2003). *Selection & recruitment: A critical text*. Basingstoke: Palgrave Macmillan.
- Harvard Business School. (2002). *Hiring and Keeping the Best People*. Boston: Harvard Business School Press.
- Ballantyne, I., and Povah, N. (2004). *Assessment and Development Centres*. Aldershot: Gower.
- McBeath, Gordon (1992). *Handbook of Human Resource Planning*. John Wiley & Sons.
- Casio, Wayne (2005). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. McGraw-Hill/Irwin, 7e.

- Das, Hari. (2007). *Recruitment, Selection and Deployment of Human Resources: A Canadian perspective*. Toronto: Pearson Prentice Hall

- Kessler, R. (2006). *Competency-based interviews: Master the Tough new Interview Style and give them the Answers that will Win you the Job*. Franklin Lakes: Career Press.

- Phillips, Jean M., and Gully, Stanley M. (2009). *Strategic staffing*. Upper Saddle River: Pearson/ Prentice Hall.

G. Journals for Reference:

- Human Resource Planning, HR People & Strategy, USA
- Human Resource Management Journal, Wiley-Blackwell, UK
- Human Resource Management Review, Elsevier Science, UK
- Human Resource Management, John Wiley & Sons, Inc., UK
- Human Resources, Haymarket Media Group Ltd, UK
- National HRD Network,

S#	Topics/Session(s)	Learning Outcomes	TB Chapter/Articles	Case Study
1	**Introduction to HRP:** Definition and concept of HRP, benefits of HRP. HRP Process at sub-unit and organizational (Macro and Micro) level.	*Students will understand:* • Meaning and concept of HRP; • Planning at different levels; • Integrated strategic planning and HRM; • Need for HRP and objectives of HRP; • Determinants of HRP; • Process of HRP; • Strategies for HR planners; • Benefits and limitations of HR planning; • Guidelines for making HRP effective; • HR planning at organization unit level.		
2	**HR Planning and Corporate Strategies:** Human resource planning components – short range, mid-range and long range. HR planning as a strategic process – employees as resources-goal attainment, linking HR processes to strategy, involvement in strategic planning process, strategic HR Planning Model, staffing system and business strategy fit.	*Students will understand:* • Components of HR planning; • Implications of HR for organizational strategies; • HR manager's need to understand strategy; • Organizational strategies including restructuring, growth and maintenance; • Business strategy vs. corporate strategy; • Linking HR process to strategy; • Steps used in strategic planning and its benefits.	Ch.1: *StrategicManagement* Ch.2: *Aligning HRwith Strategy* Ch.3: *EnvironmentalInfluences on HRM*	*Sonoco Product Company (A): Building a world class HR organization* Product no: 9-405-009 Source: HBS
3	**HR Forecasting**: Factors influencing demand for HR, forecasting process, time horizons, Age profile analysis, determining net HR requirements. Factors influencing supply.	*Students will understand:* • HR forecasting activity and its relationship to HR planning process; • Advantages of effective HR forecasting procedures; • Rationale for giving special attention to personnel groups in HR forecasting process; • Impact of environmental and organizational variables of	Ch.5: *The HRForecasting Process*	*Age diversity at Ashok Leyland Ltd. Narrowing the generation gap.* **Source:** CDC

	Topics/Session(s)	*Learning Outcomes*	*TB Chapter/Articles*	*Case Study*
		HR demand and supply; • Various stages in the process of determining net HR requirements; • Policy and program implications of an HR shortage or an HR surplus.		
4 12	**Demand Forecasting Techniques**: Variousmethods. Ratio analysis, Index analysis – executive judgment - expert forecasts – Delphi technique- Nominal group technique – HR Budget and Staffing Table. Scenario forecasting. Job analysis. **Job Analysis**: Meaningand Definition. Job analysis. Role analysis process. Techniques of job analysis. Methods and practice of Job analysis. Competency-based Approach.	*Students will understand:* • Role of job analysis in HR activities and HR planning; • Job methods and job time standards; • Problems associated with the job analysis process; • Five steps of job analysis process; • Selection of job analysis methods; • Job evaluation; • Advantages and disadvantages of job analysis methods; • Benefits and disadvantages of competency modelling; • Importance of demand forecasting; • Linkages between HR plan. labor demand forecasting. and labor supply; • Comparing various demand forecasting techniques.	Ch.4: *Job Analysis* Ch.6: *Determining HR Demand*	*Planning in Professional Service Firms.* Product no: 9-903-085 **Source: HBS**
5	**Supply forecasting**: Sources of supply – internal vs. external. skill and management inventory. Forecasting techniques- Markov Models. Vacancy model. HR retention programs – as an aid for supply of HR.	*Students will understand:* • Relationship between demand and supply forecasting techniques; • Importance of HRMS in implementing supply forecasting procedures; • Critical relationship between supply forecasting and succession planning; • Advantages and disadvantages of specific methods.	Ch.7: *Ascertaining HR Supply* *Keeping the best - Why Retention matters*. Excerpt from Manager's Toolkit: The 13 skills managers need to succeed. HBS Publishing. *The Retention of Talent – How to connect with young workers*. Excerpt from Workforce Crisis: How to beat the coming shortage of skills and talent. HBS Publishing.	*Indispensable* by John Beeson HBR Case Study, September 2006 **Source:** HBR

	Topics/Session(s)	*Learning Outcomes*	*TB Chapter/Articles*	*Case Study*
6	**Career Planning and Succession Management:** Definition, concepts stages of career development process and organizational HR policies, career Anchors-stages of growth and career, career planning process. Women related issues in HR planning. Succession management process and Management development programs, Objectives of MDP's, Job Rotation, Auditing MDP's Management development methods, challenges of succession management, replacement analysis.	*Students will understand:* • Career development process; • Career anchors; • Gender issues in HR planning; • Importance of succession management; • Succession management process; • Comparison of job-based and competency-based approaches; • Approaches to identify managerial talent; • Comparing five management development methods; • Measuring success of succession plan; • Role of HR in succession management.	Ch.8: *Succession Management* *Succession planning Worksheet* Source: HBS-9-899-023.	*Midlife career: Career stages and Managing confusions.* **Source Case:** *Succession Planning at GE.* **Source:** ICMR
7	**HRP in Restructuring:** HRP issues in Mergers and Acquisitions.	*Students will understand:* • Various types of mergers and acquisitions; • Reasons for merger and methods used thereof; • Issues in blending cultures; • Effects of merger on HR planning.	Ch.12: *Mergers and Acquisitions*	*HR Restructuring at Lucent Technologies.* **Source:** ICMR
8	**Staffing in International context:** Global managerial selection criteria, elements of cross-cultural training, importance of Repatriation procedure, repatriation as career development.	*Students will understand:* • Challenges in practices and processes of international HRM; • Characteristics of strategic international HRM; • Cross cultural training; • Repatriation procedure; • Relationship between SHRM and corporate business strategy; • Impact of globalization on HR practices.	Ch.11: *Strategic International HRM*	*Dangerous Assignments.* Monica Belcourt. Strategic HRP. Pages 315-316.
9	**Outsourcing:** Concepts, HR functions-outsourcing, rationale for outsourcing. Impact of out outsourcing on manpower needs, management of outsourcing. Costs of recruitment and replacement, Costing issues of replacement and	*Students will understand:* • Definition of outsourcing; • Reasons organizations outsource functions and programs; • Advantages of outsourcing; • Limitations of outsourcing; • Managing outsourcing	Ch.11: *Outsourcing*	*Contingent Workforce Planning at Motorola* **Source: HBS – 09902211**

	Topics/Session(s)	*Learning Outcomes*	*TB Chapter/Articles*	*Case Study*
	retention.	relationships.		
	Technology and HRP: Occupational Transformation – Technology up-gradation and employment in Indian industries.	*Students will understand:* • Benefits of IT solutions for HRP; • Leveraging IT solutions for HRP; • Specific IT applications for HRP; • IT acquisition and implementation; • Future of IT applications for HRP; • Ensuring systems and data entry.	Ch.9: *Information Technology for HR Planning*	*Toyota Motor company's Toyota technical training institute in India.* **Source**: HBS
11	**Downsizing**-Meaning of downsizing and restructuring, HR issues in strategies, psychological contract: High involvement' HRM in downsizing, Labor relations issues, issues and implications, VRS, Educational training and relocation.	*Students will understand:* • Importance of downsizing; • Complexity of downsizing decisions; • Addressing the concerns of victims and survivors of downsizing; • Ethical issues and consequences of downsizing; • Concept of psychological contract; • Importance of managing downsizing process.	Ch.10: *Downsizing and Restructuring*	*GROW: Using Artificial Intelligence to Screen Human Intelligence* Product no: 9-418-020 **Source:** ICMR
12	HRMS	*Students will understand:* • Benefits of HRM systems; • Scope of HRM systems; • Limitations of HRMS; • The future of HRMS.	Handout	*Building Talent at CISCO Systems.* Monica Belcourt. Strategic HRP. Pages 252-253.
13	**Recruitment:** The recruitment process – Internal/External – Advertisement- Importance of Application Blank- Truth in Hiring – Employer Branding – Issues relating cost of recruitment.	*Students will understand:* • The internal and external recruitment processes; • Importance of application blank; • Employer branding; • Issues in recruitment.	*Beyond the Hiring Process: Details you need to know.* Excerpt from Hiring and Keeping the Best People, HBS.	*Cabot Pharmaceuticals, Inc.* Product no: 9-520-030 Source: HBS

Note: Session no.11 and 22 are meant for internal evaluation. Project evaluation will be spread over several classes, the schedule for which will be circulated in advance.

I. Evaluation Components

Class Participation: Students shall be evaluated on class participation (CP) once during the semester. CP shall have a weightage of 10 Marks and shall be finalized and submitted at the end of 33rd session respectively.

Non-Class Participation: Internal assessment will be conducted thrice during the semester. The first

S.N	Component	Weightage

Internal test will be held in the 11th session. The second

Internal test will be held in the 22nd session. Although the Project evaluation will be spread over several classes from Session 23 to 32, the third internal assessment/submission/presentation will be held in the 33rd Session. The details of the components are as follows:

NCP-1: Descriptive Test: 20 Marks

NCP-2: MCQ Test (Online/Offline): 20 Marks

NCP-3: Project: 10 Marks

1	Class participation	10%
2	Non-Class Participation	50%
3	End Semester Exam	40%
	Total	100%

Comprehensive Examination: A comprehensive examination of three hour-duration will be held at the end of the semester for 40 Marks.

Attendance: It is mandatory for a student to achieve minimum attendance stipulated in the academic regulations. A student has to attend all the continuous assessment components and other evaluation components conducted by the School/University.

J. **Academic Integrity Policy:** Cheating, fabrication of submitted work, plagiarism and other forms of dishonesty are viewed seriously. Any violation of this nature will invite penalty which may amount to award of zero marks.

K. **Conduct:**

a. Students must report to the sessions well before the scheduled time. *Latecomers will not be permitted to enter the class.*

b. It is *mandatory to study the case in advance* and *actively participate* in the discussion.

c. It is *mandatory to have the cast study in hand during class-room discussion*. Those who do not have hard copy of case study will not be permitted to sit in the class and will be marked absent.

d. In the class discussions students are expected to participate actively and contribute to individual and group learning. Evaluation for CP is based on active participation.

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

f. Dressing: Formal.

g. Do not roam in the academic areas.

h. Do not attend classes in chappals/shorts/informal t-shirts.

i. Students are expected to show high regard and appreciation for in-class discipline and *desist from using mobile phones*.

Course Code: SLHR607

Course Name: Performance Management & Reward Systems

Course Objective: This course is designed to make the students well-equipped on the front of managing the performance of workforce on business lines by mitigating the evils in the course of action. Precisely, the issues connected with keeping the employees satisfied with proper compensation packages, incentives, rewards etc as a form of recognition of their talent and performance.

Learning Outcomes: At the end of the course a student is expected to understand the basic objectives behind the performance management systems that are being evolved in corporate premises. The basic postulates concerning the process of appraising the performance of employees in line with expectations set forth by the firm would be grasped by the students. The balancing of employees' priorities and organizational preferences could be identified in the process of PMS and the students can easily manage the payroll functionalities and employees assessment procedures on strategic lines.

Recommended Text Books:

1. Performance Management (2nd Edition) -Herman Aguinis. Publisher: Pearson (2009)

2. Compensation (9th Edition)-Milkovich, Newman & Venkata Ratnam. Publisher: Tata McGraw Hill Private Ltd (2010)

Suggested books:

1. Performance Management-Armstrong & Baron. Publisher: Jaico Publishing House (2010)

2. Compensation Management in a Knowledge-Based World (10th Edition)-Henderson. Publisher: Pearson (2009)

Course Outline

Topic and Learning Outcomes	Case	Case details	Chapter Reading
Introduction **How it is different from Performance Appraisal** Performance Management- **Content:** Concept, Purposes , Characteristics and Approaches: Traditional and Modern **Outcomes:** • The conceptual understanding of Performance Management Systems and their practical relevance in managing the organizations of modern times. • The difference between Traditional and Modern methods of performance management systems.	• Performance Appraisal Management (ICMR)		1. Aguinis, Chapter-1 (Text Book) 2. "Performance Management from Multi-purpose Perspectives: Taking Stock"-Holloway, International Journal of Productivity and Performance Management 58(4), 2009
Performance Management Process: **Content** Prerequisites, Planning, Execution, Assessment, Review, Renewal and Recontract **Outcomes:** • Various phases of performance management process from end-to-end by knowing the intricacies of precautions needed to be taken at each and every stage of implementation. • The multitude of operations and integration of various processes in Performance Management	1. Yahoo's Performance Review System: A HR Disaster (ICMR) 2. Infosys's Relationship Scorecard: Measuring Transformational Partnerships		1.Aguinis,Chapter-2 (Text Book) 2. "Lessons from Experience: A new look at Performance Management System"-T.V.Rao,Vikalpa,33(3),July-Sept,2008 3. "Corporate Performance Management" -Bourne et al, Measuring Business Excellence, 7(3), 2003

System for better execution.			
Performance Management System Implementation: **Content:** • Approaches to Measurement: Trait/ Behavior/Results • Measuring Results and Behavior, Gathering Performance Information • Implementing Performance Management System • Performance & Potential Appraisal **Outcomes:** • Understanding and anticipation of unforeseen scenarios and problems in the execution process of PMS. • The technicalities like measuring skills, investigating abilities, assessment capabilities.	Performance Management and Reward Systems at Scottrade Inc. (ICMR)		1.Aguinis,Chapter-3,4,5 & 6 (Text Book) 2. "Towards Consistent Performance Management Systems"- Flapper et al, International Journal of Operations and Production Management, 16(7), 1996 3. "Performance Appraisal and True Performance"-Cook, Journal of Managerial Psychology, 10 (7), 1995
Performance Management and Employee Development: **Content:** • Personal Development Plans • Direct Supervisors' Role • 360 Degree Feedback System **Outcomes:** • The utility of implementation of 360 Degree Appraisal Method in comparison with other traditional methods of evaluation. • The roll out of Employee Development plans in the aftermath of Performance appraisal findings.	1. Global Talent Management at Novartis 2. **Gap Inc.: Refashioning Performance Management** 416019-PDF-ENG		1.Aguinis,Chapter-7 (Text Book) 2. "360 Degree Feedback and Performance Appraisal"- Lepsinger and Lucia, Training, 4 (9), 1997 3. "13 Common Mistakes Using 360 Degree Feedback", Source: 'Optima 360' Learning Outcome: case.2 Talks about the precisely the incremental value of performance management system by aligning with business performance.
Performance Management Skills: **Content:**	1. Rob Parson at Morgan Stanley (A,B,C,D)		1.Aguinis,Chapt-9(Text Book) 2. "Appraisal Politics: Revisiting from Assessor's Perspective"-

Coaching, Coaching Styles, Coaching Process, Performance Review Meetings **Outcomes:** • Differentiating Performance Management from Performance Measurement for avoiding the complexities in the process. • Various employee development techniques like Coaching, Mentoring etc for achievement of established objectives.			Dhiman & Singh, Vikalpa, 32(1),Jan-March,2007 3. "Manager as a Trainer, a Coach and a Mentor"- Manikutty,Vikalpa,30(2),April-June,2005
Team Performance: **Content:** • Teams and Implications for Performance Management • Purposes and Challenges • Rewarding Team Performance **Outcomes:** • The implications of Performance Management Systems on Team Performance. • Rewarding Teams on the basis of findings from Performance Appraisal Techniques for better satisfaction of stakeholders.	1. Eureka Forbes Ltd: Managing the Selling Effort		1.Aguinis,Chapter-11(Text Book) 2. "Strategic Performance Appraisal in Team-based Organizations: One Size Does Not Fit All"- Scott & Einstein, Academy of Management Executive, 15(2), 2001
Foundations of Reward Management: **Content:** • Compensation and Non-Compensation Dimensions • Financial and Non-financial Rewards • Developing Compensation	• Compensation Management 1.EVA and Compensation		1.Milkovich et al- Chapter 1, 2, 3 (Text Book) 2. "Performance Pay...For Real" (Human Capital) 3. "Performance Pays"(Human Capital) Learning Outcome: case.

Policies • Developing Compensation Strategies • Forces Influencing Development of Compensation Strategy, • Aligning C&B Strategy with Business Strategy • Guiding Principles **Outcomes:** • Differentiating Compensation from Rewards Management process. • The strategic significance of Compensation and rewards management.	Management Syatem at Tata Consultancy Services 2. **Camp Dresser & McKee: Getting Incentives Right** 902122-PDF-ENG		Talks about the relevance of incentives rather rewards systems in more creative manner.
Developing Compensation System and Process: **Content:** • Market Comparisons, • Role of Work Analysis and Work Evaluation in Developing a Compensation System, • Elements of 'Cost to Company' • Developing Grade and Pay Level Structures • Broad-banded Pay Structures • Job-family Modeling • Communicating & Implementing Pay Plans **Outcomes:** • Benchmarking compensation policies by taking cues from market trends. • Using Methods like Job classification to differentiate Grade and Pay level structures in the compensation management	1.**Incentive Pay for Portfolio Managers at Harvard Management Co.** 902130-PDF-ENG		1. Milkovich et al-Chapter 4,5,6,7 & 8 (Text Book) 2. "From Grades to Bands" (Human Capital) 3. "Reap What You Sow: ROI on Reward?" (Human Capital) Learning Outcome: Case Explains the philosophy behind the incentive pay at the company.
Designing Variable Pay Plan for	Performance Pay		1. Milkovich et al- Chapter 9 &

Rewarding Performance, Competence and Contribution: **Content:** • Variable Pay Philosophy • Variable Pay Drivers • Variable Pay Design & Implementation • ESOP • Contingent Pay: Skill-based Pay/ Competence-based Pay/Performance-based Pay • Incentive Schemes, Bonus Schemes, Profit-sharing, Gain-sharing, Team Rewards **Outcomes:** • Doing the cost benefit analysis of various rewards and their relative relevance in terms of extracting dividends by the firms. • Contextualizing the skill-based pay and performance based pay keeping focus on strategic objectives of the firm.	for MGOA Physicians (A,B,C)		10 (Text Book) 2. "Compensation Strategy" (Human Capital) 3. "Variable Pay Revisited" (Human Capital) 4. "Why Incentive Plans Cannot Work"- Kohn , HBR, September-October 1993
Integrating Compensation and Performance Management Systems: **Content:** Diagnosing the Current Situation, Preparing Compensation Revision Plans, Aligning changes to Internal and External Factors, Implementing and Communicating Revision Plans, Pensions, Tax-considerations, Executive Compensation, Innovations in Reward	1.**Say on Pay at The Walt Disney Company** 113052-PDF-ENG		1. "All For a Larger Slice of Cake" (Human Capital) 2. "Changing Face of Rewards" (Human Capital) 3. "Will Pay Make Them Stay" (Human Capital) Learning Outcome: case Talks about the executive compensation system practices in a more unique way.

Management **Outcomes:** • Various innovations in the direction of integrating compensation with PMS. • The pay revision plans and their meticulous implementation in line with changes in the market. **<u>Compensation / Rewards Practices in Indian Companies</u>** **<u>Content:</u>** Sector wise rewards practices and trends in Indian companies will be examined by taking inputs from popular companies. **Outcomes:** • Practices and outcomes of different Indian companies in terms of managing rewards systems. • Cross-sectoral comparison and understanding of different pay systems and practices.	Business India's Executive Compensation findings reports and students' assignments on the subject		Corporate websites

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			10
Non Class Participation	1 (Test.1)			20 (MCQs)
Non class participation	2 (Test.2)			20 (Descriptive)
Non Class Participation	3 (Test.3)			10 (Mini Project Presentations)
End exam	At the end of the semester			40
	Total			100

***All NCPs will be done through Online/Offline mode only in the class room or Lab depending on the possibilities. (In case if we prefer online it will be intimated to students)**

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

Course Code: SLHR608
Course Name: Training and Development

Course Description:

Human resource development encompasses three components viz., education, training and development. It aims at enhancing abilities and motivating people to positively contribute towards superior performance at individual, group and organizational level. Innovative training and development practices would help in better financial performance of organizations. It also helps in meeting the competitive challenges. When customers demand high quality of products and services, constantly updating the knowledge and skills of employees is the only solution.

This course deals with the various aspects of the Training and Development (T&D) function from needs identification to training evaluation and future trends in training. It deals with the three major phases in training like Pre-training, Training and Post-training. It also deals with the Trainer's role, attitude, personality, etc. Students can gain insights into various Training methods, Training models and Evaluation methods.

Course Objectives:

The objectives of the course are to:

- Familiarize students with the core concepts of training and development.
- Explain students the process of training and development in line with current practices by organizations
- Introduce students with specific training processes such as needs assessment, design, training methods and evaluation models in greater detail
- Be acquainted with various tools and techniques available for making T & D more effective.

Learning Outcomes:

The learning outcomes are:

- To ensure students understand the basic concepts in training and development and appreciate the different processes involved in T&D.
- Acquire competencies to design & execute training and development programs
  independently
- Strike rapport between precept and practice and deliver results to audiences—both in academia and industry

Recommended Text Book:

- Blanchard, P. Nick, Thacker, James, and Ram, Anand V. (2019). Effective Training: Systems, Strategies and Practices. Pearson Education, 5/e.

Suggested Readings:

- Noe, A. Raymond & Kodwani, Amitabh Deo (Current Edition), *Employee Training and Development* (7th Ed.), New Delhi: Tata McGraw-Hill.
- **Goldstein, L. Irwin** (Current Edition), **Training in Organizations** - Needs Assessment, Development, and Evaluation, **Cengage Learning, New Delhi.**
- Lynton, **P. Rolf & Pareek, Udai** (Current Edition), **Training for Organizational Transformation, Part I & II, Sage Publications Pvt. Ltd., New Delhi.**
- Lynton, **P. Rolf & Pareek, Udai** (Current Edition), **Training for Development, Vistaar Publications, New Delhi.**
- Craig, L. Robert (1996). The ASTD Training And Development Handbook: A Guide To Human Resource Development, McGraw Hill Professional.
- Laird, D. (Current Edition). Approaches to Training and Development, Rawat Publications.
- Rao, T. V. (2006). Readings in HRD, Oxford & IBH.
- Virmani, B. R. (1982). Evaluating Management Training and Development, Vision Books.

Course Outline

Topic/Area Covered	Contents of the Topic	Learning Outcomes	Chapter Reading & Case details
Introduction to Employee Training	• Meaning, Definition, Objectives, Assumptions, Functions and Benefits of Training • Concept and Significance	Students will understand- • the forces influencing workplace learning and how training can help companies deal with	Ch.1: *Training in Organizations* Ch.10: *Key areas of Organizational Training*

	of Management Development Program • MDP Process • Differences Between Training and Development • Importance of Training & Development in organizations	these forces • various aspects of the training design process the difference between training and development	**Case1: SUPERVALU, Inc.: Professional Development Program** Francis J. Aguilar **Pub Date:** Nov 22, 1999 **HBS:** 900019-PDF-ENG
Role of Training in Strategic Management	• Evolution of Training's role • Strategic issues of a Training program • Strategic Training and Development process	Students will understand • how business strategy influences type and amount of training in a company • the changing role of training • strategic training and development process • need for training in organizations • advantages and disadvantages of various training models	Ch. 2:Aligning Training with Strategy Article 1: **Developing First-Level Leaders** Andreas Priestland; Robert Hanig **Pub Date:** Jun 1, 2005 **HBR#:** R0506G-PDF-ENG **Case 2:** **Eyes of Janus: Evaluating Learning and Development at Tata Motors** Debolina Dutta; Matthew J. Manimala **Pub Date:** Jul 28, 2014 **HBS #:** W14308-PDF-ENG **(New Case)**
Training Needs Assessment (TNA)	• Competency Mapping • Training Needs Assessment • Training Design • Training Administration	Students will understand: • role of organization, person and task analysis • methods used in needs assessment • advantages and disadvantages of each method • concerns of upper level and • mid-level managers and trainers in needs assessment	Ch. 4: *Needs Assessment* Article 2: **How GE Teaches Teams to Lead Change** Steven E. Prokesch **Pub Date:** Jan 1, 2009 **HBR:** R0901J-PDF-ENG **Case 3:**

		• analyze the data • obtained from needs assessment • apply the various steps involved in needs analysis • Components of training design	**Training and Development Process at Tata Main Hospital** Pub Date: 2013 ICFAI CRC: HROB161
Learning Theories	• Concept of Learning: Learning Principles, • Major Learning Theories: Adult Learning Theory, Gestalt Theory and Social Learning Theory • Methods of Learning: Experiential Learning, Service Learning, Team building, Group Discussions, Peer based learning and Traditional Methods • Stages of Learning • Learning Environment • Learning Organization: Models for Becoming Learning Organization; • Challenges to become learning organizations • Trainee Readiness • Trainee Motivation to learn • Motivational theories	Students will understand: • types of learner outcomes • implications of learning • theory for instructional design • adult learning theory in the design of training program • how learners receive, process, store, retrieve and act upon information • internal and external conditions necessary for trainees to learn different capabilities	Ch. 4: *Learning, Motivation and Performance* **Case 4:** **Best Buy, Co., Inc. (A): An Innovator's Journey** Dorothy Leonard; Brian J. Delacey **Pub Date:** Sep 4, 2003(Revised: Nov 18, 2005) **HBS:** 604043-PDF-ENG
An Overview of New Employee Induction and Socialization	• Induction Programs • Socialization Programs	Students will understand • Various features of socialization programs • Design an effective socialization program for employees	Ch. 10: *Key Areas of Organizational Training* Article 3: **Breakthrough in On-the-Job Training** Earl R. Gomersall; M. Scott Myers **Pub Date:** Jul 1, 1966 **HBR:** 66404-PDF-ENG **Case 5:** **Amisha Gupta's First Year at Work** Srinivasan Tatachari **Pub Date:** Mar 12, 2014(Revised: Mar 7,

			2014) **HBS:** W14030-PDF-ENG (New Case)
An Overview of Traditional and Modern Instructional Approaches	• On the job and Off the job training methods • On the job and Off the job MDP methods	Students will understand: • Strengths and weaknesses of traditional training and development methods • Effective training and development methods • how new technologies are influencing training • potential advantages and disadvantages of modern training and development methods and learning modules	Ch. 6: *Traditional Training Methods* Ch. 7: Electronic *Training Methods* *Role Play as a Sales Training Tool*, Larry Robinson, HBR, 87310, May-June 1987. Activities: Role-plays, videos, in-basket exercises, business games, etc. Case 6: **DFS: Insuring Customer Service Excellence Through E-Learning** (New Case) Kapil Tuli; Christopher Dula **Pub Date:** Jan 7, 2017 **HBS** SMU132-PDF-ENG
Role of Trainers	• Key roles • Qualities of a Good Trainer • Dilemmas of Trainer • Challenges before Trainers • Trainer's Styles • Train the Trainers	Students will understand: • Qualities of a good trainer • Conducting a good training session • Issues in conducting training sessions	Ch 8: Development and Implementation of Training Ch. 4: *Effective Trainer: Instructor's Competencies*, Enhancing Human Capital Through Training and Development, PL Rao (pp.57-75) Ch. 9: *Trainers and Training Styles, Training for Development*, Rolf P. Lynton and Udai Pareek (pp.189 – 210) Article 4: **Most Doctors Have Little**

			or No Management Training, and That's a Problem Jennifer Perry; Matt Brubaker; Foster Mobley **Pub Date:** Dec 15, 2017 **Web Article:** H042V3-PDF-ENG (New Article)
Training Evaluation Process	• Introduction to evaluation process and Criterion development, • Choosing Criterion measures • Evaluation of Criteria • Process of evaluation: • Phases of Evaluation • Experimental Designs, • Internal and External Validity • Models for Evaluation • Evaluating MDPs • ROI on Training • Training Effectiveness	Students will understand: • Why evaluation is important • Choose outcomes to evaluate a training program • Process used to plan and implement a good training evaluation • Strengths and weaknesses of various evaluation designs • Conducting cost benefit analysis for a training program	Ch. 6: *Evaluation of Training* **Case 6:** **Eyes of Janus: Evaluating Learning and Development at Tata Motors** Debolina Dutta; Matthew J. Manimala **Pub Date:** Jul 28, 2014 **HBS:** W14308-PDF-ENG (New Case) Exercises: Calculating Training efficacy/ effectiveness and Training ROI
Training in various sectors	• Banking • BPO • IT, etc	Students will understand: • Issues related to training in various sectors	Activities: Videos

Evaluation Plan		
#	Component	Weightage
1	Class Participation (End of semester)	10%
2	Test 1: Descriptive Test.	20%
3	Test 2: MCQ Test	20%
4	Test 3: Project Work.	10%
5	End Semester Exam	40%
	Total	100%

Conduct

ii. Students must report to the sessions well before the scheduled time. *Latecomers will not be permitted to enter the class.*

jj. It is *mandatory to study the case in advance* and *actively participate* in the discussion.

kk. It is *mandatory to have the cast study in hand during class-room discussion*. Those who do not have hard copy of case study will not be permitted to sit in the class and will be marked absent.

ll. In the class discussions students are expected to participate actively and contribute to individual and group learning. Evaluation for CP is based on active participation.

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

nn. Dressing: Formal.

oo. Do not roam in the academic areas.

pp. Do not attend classes in chappals/shorts/informal t-shirts.

qq. Students are expected to show high regard and appreciation for in class discipline and *desist from using mobile phones.*

Course Code: SHHR615
Course Name: Industrial Relations & Employment Laws

Course Objective:

This course is designed to facilitate working knowledge of industrial relations and employment laws from a managerial perspective and to enable students to interpret and apply these laws.

Prescribed Text Books:

1. Handbook of Industrial Law, N.D. Kapoor, Sultan Chand and Sons, 2018
2. Industrial Relations Second Edition, C.S. Venkata Ratnam and Manoranjan Dhal, Oxford University Press, 2018

Suggested Readings:

1. Industrial Relations and Labour Laws, Piyali Ghosh and Shefali Nandan, McGraw Hill, 2017
2. Industrial Relations and Labour Laws, Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, Tata McGraw Hill Education, 2017
3. Labour and Industrial Laws, P K Padhi, PHI Learning, 2017
4. Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing, 2012
5. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indu Balaand Seema Priyadarshini, Pearson Education, 2017
6. ILO working paper series
7. Labour Law Reporter
8. Indian Journal of Industrial Relations

Course Outline:

Topic	*Learning Outcomes*	Cases/Excercise
Introduction to industrial relations and employment laws	• Explain the changing aspects of industrial relations and the new economic and employment trends that are emerging. • Understand the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels. • Explain the different approaches to Industrial Relations • Understand the importance of possessing the knowledge of employment laws and the linkage of these laws with management of the organization.	Discussions and case: A popular HR Chief Burned to Death, People Management Dynamics at the Indian Subsidiary of Suzuki LtdHK 1081 Hongkong University - HBR case study
The Factories Act, 1948 – • Health • Safety • Welfare • Working Hours • Employment of Women • Penalties and procedures	• Describe the importance of the Act. • Explain the provisions related to health, safety, welfare and working hours in the act • Develop awareness about the regulatory environment and coverage of various statutory measures under the act	Discussions Practical problems from the text book – Industrial Law by N. D. Kapoor Case: IKEA Global Sourcing Challenge : Indian Rugs and Child Labor (A) HBR Case Study
The Employees/ Workmen Compensation Act, 1923 • Fatal Accidents Act, 1855 • The Employers' Liability Act, 1938 • Compensation and distribution of compensation	• Understand employer's liability for compensation and amount of compensation • Describe the procedure for compensation	Discussions Practical problems from the text book – Industrial Law by N. D. Kapoor
The Employees State Insurance Act, 1948 • Administration of the Scheme • Role of Inspectors • Contributions • Benefits • Penalties	• Describe the administrative arrangements for the ESI Act and contributions • Explain the benefits and compensation provided by the ESI Act	Discussions
The Employees Provident Funds and Miscellaneous Provisions Act, 1952. • The PF Scheme 1952 • The Pension Scheme 1995 • Administration of the Scheme	• Explain the major provisions of the Employee Provident Fund Scheme, Employee Pension Scheme and the Employee's Deposit Linked Investment Scheme • Calculate the opening balance, contribution, interest rate for the EPF account	Case - Employee Provident Fund Scheme - Boon Or Bane? – HBR Case Study (New Case) Discussions Saradha group's Chairman Mr.Sudipto Sen gets 3

• Role of Inspectors • Penalties and Offences	• Describe the conditions and procedure of withdrawal of Provident Fund	yearsimprisonment for defaulting on depositing the provident fund dues of employees – Web source Mohammed Kutti v. Regional PF Commissioner, Trivandrum (Kerala High Court) – Web source Madras High Court ruling on the applicability of PF contribution on certain allowances. Reynolds pens Vs Regional PF commissioner - Web source
The Payment of Gratuity Act, 1972 • Payment of Gratuity • Compulsory Insurance • Protection of Gratuity • Role of Inspectors • Penalties and Offences	• Describe the objectives and importance of the act • Calculate gratuity on the basis of last drawn wages and completed years of service	Discussions Can Gratuity be withheld? Mahanadi Coalfield Ltd Vs Ravindranath
The Payment of Wages Act, 1936 and Payment of Minimum wages Act, 1948. • Rules of payment of wages • Maintenance of Registers and Records • Penalty and offences • Minimum Wage Act	• Explain the wage system in India and the relevant key legislations • Explain the provisions of the Payment of Wages Act, 1936 • Explain the provisions of the Minimum Wages Act, 1948	Discussions
The Industrial employment (Standing Orders) Act, 1946 and the Contract Labour (Regulation and Abolition) Act, 1970 • Draft Standing orders • Certification of Standing orders • Responsibility of contractors • Penalties	• Understand the mutual obligations of employers and employees in the context of employment relationships • Explain the essential ingredients of the Industrial Employment(Standing Orders) Act, 1946 and Contract Labour (Regulation and Abolition) Act, 1970 • Explain the significance of standing orders for guiding employment relationships	Discussions and drafting Standing Order. (Exercise) Contract Labour at Regency Hospital: Legal and HR Dynamics - HBR Case
The Apprentices Act, 1961. • Contract of Apprenticeship • Training Rules • Obligations of employers and Apprentices • Penalties and offences	• Explain the objectives and importance of the act • Describe the group of industries covered under the act, designated trades and apprenticeship rules	Discussions
Maternity Benefit Act, 1961 and the Maternity Benefit (Amendment) Act, 2016. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 Payment of Bonus Act, 1965	• Describe the objectives and scope of the acts • Explain the importance and major provisions of the Acts	Discussions
Industrial Relations - Concepts, Perspective and Globalization.	• Understand the interaction pattern among labour, management and state	Discussions and Case: Parental Impositions - text book

	• Identify the various components involved in the economic, political and social circumstances governing industrial relations. • Explain the impact of globalization on industrial relations	case – Industrial relations by Venkataratnam)
Trade Union Act, 1926. Trade Unionism – Theoretical foundations and legal framework: Concepts, History, Objectives, Functions, Types, Structure, Trends, and Challenges.	• Understand the theoretical foundations of the trade union movement • Describe the emergence, history and growth of trade unions in India • Explain the procedure for recognition and registration of trade unions	Discussions and Court rulings - Supreme court judgment in case of Tamil Nadu government employees strike – Web source
Collective Bargaining – Patterns, Process, legal framework, negotiations, stakeholders, issues and concerns.	• Understand the concept and nature of collective bargaining • Describe the legal framework of collective bargaining • Understand the process and techniques of collective bargaining at the national, industrial and organizational levels.	Discussions and Case: Collective bargaining: GM – UAW deal (CDC)
The role of Government in Industrial relations: Philosophy, Types, Instruments, State intervention, challenges.	• Understand the importance of the role of Government • Understand the different types of legal and institutional state interventions and the means by which governments intervene • Analyse the role of the state in the context of economic liberalization	Discussions and Case: Power sector reforms leave employees in the lurch (text book case) Chapter 10 – Industrial Relations by Venkataratnam
Employee Grievance: Causes, consequences and redressal mechanism	• Understand the legislative backdrop of the grievance procedure in the organization • Understand the redressal mechanism	Discussions
Discipline and Disciplinary Action: Causes, consequences, principle of natural justice.	• Understand the importance of discipline and disciplinary action requirement in the organization. • Understand the policy and procedure to be adopted	Discussions and Court case. Amar Chakravarty Vs Maruti Suzuki – Supreme court judgment. Web source.
Workers participation in management.	• Describe the requirement for workers participation in the decisions. • Explain the various means of worker's participation in management	Discussions and Case Individual Enterprises (text book case) Industrial Relations by Venkataratnam
Industrial Disputes Act, 1947 • Conciliation Machinery • Adjudication Machinery • Role of National Tribunal • Strikes and Lockouts • Lay-off and Retrenchment • Unfair labour practices • Penalties	• Describe the nature of industrial conflicts and the factors leading to it • Understand the causes and consequences of industrial conflicts • Understand the legal framework for dealing with industrial and individual disputes.	Discussions and Case Labour Dispute at Dr. Reddy's: Tip of the Iceberg in a Globalization Effort – HBR Case
Recent amendments to the Labour Laws • The Payment of Gratuity (Amendment) Act, 2017 • The Payment of Wages	• Analyze the recent amendments and the changing dynamics in industrial relations and employment laws	Discussions

(Amendment) Act, 2017 • Maternity Benefit (Amendment) Act, 2016		

Evaluation Timelines:

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

Component	Component Number			Weightage
Class Participation	1			10
Test	1			20
Test	2			20
Test	3			10
End exam	At the end of the semester			40
	Total			100

Before the student takes the end examination he / she will be aware of the progress in each course up to an extent of 60 marks. Students not taking the evaluation according to the timelines mentioned above will not be given another opportunity excepting in rare circumstances of extreme illness or hospitalization.

Course Code: SLHR612
Course Name: Competency Mapping and Assessment

Course Objective:
This course is designed to:

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

Learning Outcomes:

- Understand the theoretical perspectives of competency management
- Develop competency based studies
- Develop competency models
- Develop and administer assessment centre exercises
- Integrate competency based HR practices into the organizational processes

Recommended Text Book:

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

Reference Books:

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

Topic/Area Covered	Case Title	Case Details	Readings / Activity	Learning Outcomes
Concept, Definition, Roles and characteristic of Competencies.	• Article 1: Testing for Competence Rather Than for Intelligence • Article 2: The very model of a modern senior manager		Swayam Video: Lecture 36 : Competency Mapping Approach to HRD at https://www.youtube.com/watch?v=nqXUfrblLUM	• Ability t differentiate between abilit and competence
Defining competencies and types organizations, Context and Relevance.	Competency Mapping at 'The Kolkata Glory'	ICMR case-HRM0062	**The Myth of the Generic Manager: New Personal Competencies for new management roles** Christopher Bartlett & Sumantra Ghoshal (1997), California Mgmt Review, Vol. 40 (1) **Source: EBSCO**	• Able to understan and apply the concepts of competency management to sensitize the organizational stakeholders to about the benefits of introducing competency based practices.
Competency management framework, strategic framework.			**Human Resource Systems & Sustained Competitive Advantage: A Competency-Based Perspective** Augustine A. Lado & Mary C. Wilson, The Academy of Management Review, Vol. 19, No. 4 (Oct., 1994), pp. 699-727 **Source: JSTOR**	• Able to understan how competenc based practice may enhance th organizational performances
Developing a Competency Model, understanding job positions, general	**Lincoln Financial Group: Making LFD a reality (B)**	**Source: HBS case** Product Code: 9-508-029		• Able to understan the contextual aspect of competency

				models
Competency Framework and identification	**Lincoln Financial Group (C)**	**Source HBS Case Product Code 9-508-030**	Swayam Video: Lecture 37 : Competency Mapping Approach to HRD at https://www.youtube.com/watch?v=5OZv1ut6Lc8	• Able to start the competency based studies in the organization.
Objective test (MCQs)				
Developing Competency models	**Management by Competencies: Theoretical Aspects & Design and Implementation Practices.**	***HBR case* Product code: IES391-PDF-ENG**	Human Resource Development and the Resource-Based Model of Core Competencies: Methods for Diagnosis and Assessment, Human Resource Development Review **December 2008** vol. 7 no. 4 **387-407**	• Able to apply competency mapping tools and techniques for competency identification and model development. • dictionary
			Mapping Competencies By Ranade, Saidas; Tamara, Cassio; Castiblanco, Edgar; Serna, Anibal. *Mechanical Engineering*, Feb2010, Vol. 132 Issue 2, p30-34, 5p **Source: EBSCO** **Swayam video: Lecture 38 : Competency Mapping Approach to HRD** https://www.youtube.com/watch?v=9b7Mgb8x8gY Repertory grid software: http://dvangennip.github.io/repertory-grid-tool/	• Able to use repertory Grid tool to map competencies • Able to develop generic and specific competency Dictionary
			Mapping Distinctive Competencies: A Systemic Approach,C. Eden and F. Ackermann, The Journal of the Operational Research Society,Vol. 51, No. 1, Part Special Issue: OR and Strategy (Jan., 2000) (pp. 12-20) Swayam video: Lecture 39 : Competency Mapping Approach to HRD https://www.youtube.com/watch?v=6yW5y4Vjwes	•
Understanding difference between			Class Room Activity: Quiz on Competency	• To develop understanding

various competencies, the terms			Vocabulary	about Generi competency
Written test (Descriptive)				
Difference between development and assessment centre, assessment techniques	**Assessing Managerial Talent at AT&T (A)**	***HBS case*** **Product code: 9-482-035**	Team Activities: 1. Role Play: Competency mapping Exercise 2. Competency Assessment Exercise (worksheet), Gap Analysis. 3. Design and use of Different psychometric tests, analyses. 4. Understanding the difference between Assessment centre and development centre by the way of role play.	• Able to develop competency assessment tools and techniques. • Able to analyz the competenc scores and develo the reports
Competency based HR Systems	**Case in Competency: Training need Assessment** By: A. Thomas & A. Panchal, SCMS Journal of Indian Management, April-June, 2010.	**Source: EBSCO**	Decision Making in Management Assessment Centre, R.B. Blackham and D. Smith The Journal of Operation Research Society, Vol 40, No.11(Niv 1989) Source : JSTOR	• Able to pla various HI activities based o competency base approach lik recruitment an Selection, performance management, training an development, career planning and Pay
	Mary Caroline Tillman at Egon Zehnder: Spotting Talent in the 21st Century	**HBR case** 4160 17-PDF-ENG **Product #** 416017-PDF-ENG		• Able to understan how assessmen techniques ca help in decidin the right candidat while recruiting
Competency driven careers Competency Based performance Management, Performance evaluation	**The concept will be discussed In the class derived through article** **National Semiconductor's India Design Centre**	**HBR Case Product #: 404102-PDF-ENG**		• Abe to understan the nuances of 36 degree assessment
			Class Room Discussion	

			The Boundaryless Career: A Competency-Based Perspective (1994) Robert J. Defillippi & Michael B. Arthur, Journal of Organizational Behavior, Vol. 15, No. 4, pp. 307-324 Source: EBSCO	
			Class Room Discussion Competency based pay in the Manufacturing & Service Sectors (1997) Henry Jahja & B. Kleiner, Industrial Management, pp 24-26	
			Class Room Discussion From Job-Based to Competency-Based Organizations Edward E. Lawler III, Journal of Organizational Behavior, Vol. 15, No. 1 (Jan., 1994), pp. 3-15 **Source: JSTOR**	
Project/Seminar				

The evaluation broadly falls into the following scheme:

Table
Suggested Weightages of Different Evaluation Components

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

Schedule for Evaluation Components:

Objective test (MCQs) will be conducted in the 11th session of the course.

Written test (Descriptive) will be conducted in the 20th session of the course.

Project/Seminar: The students are required to use one of the competency mapping techniques in a project, present, and submit the report in the 33rd session.

Course Code: SLHR602
Course Name: Strategic HRM

I. COURSE OBJECTIVES

- To provide linkage of business strategy to HR strategies-policies and systems.
- To equip the students with tools and techniques essential as strategic contribution of HRM to organizational success.
- To create practical understanding of an organization strategy with human resources management function to create sustained competitive advantage.
- To focus on how HR can create an alignment with business strategy and contribute to business performance.
- To help students appreciate how HRM is critical to the firm's survival and its relative success.

II. COURSE LEARNING OUTCOMES

At the end of the course, the student would have an understanding of -

- Relevance of SHRM in managing the organizations in 21st century.
- Design and develop HR strategies that facilitate and contribute to corporate strategy.
- Critically evaluate HR principles and systems in place and ensure they underpin HR strategy required for corporate strategy.
- Critically appraise the strategies for maximizing and maintaining HR productivity.
- Analyse the integration of organisational processes, systems, structures and culture for use in strategic decision-making pertaining to HRM.
- Formulate and implement fair and ethical employment practices.
- Distinguish between effective and ineffective leadership styles, and propose effective leadership styles to facilitate innovation within the organization.
- Demonstrate an in depth understanding of the principles underlying strategic resourcing, reward management, performance management, learning and development.

III. TEXTBOOK

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

IV. SUGGESTED READINGS

- The HR Scorecard by Becker, Brian E, et al. HBS Press.
- Aligning human resources and business strategy: The key to improved Business Performance by Dreher, George F./ Dougherty, Thomas W. Tata McGraw Hill.
- Handbook of strategic HRM by Armstrong Michael/ Baron Angela, Jaico Publishing House.

Course curriculum:

Topics/Session(s)	*Learning Outcomes*	*TB Chapter/Articles*	*Case Study*
Understanding Strategic HRM	• The conceptual understanding of	Ch#1 ***An Investment Perspective of HRM***	

• Concept, Purposes, Characteristics of SHRM	Strategic Human Resources Management Systems and their practical relevance in managing the organizations of modern times.	1. Delivering Strategic Human Resource Management, Boris Groysberg, Andrew N. McLean, Cate Reavis Product number: 405049-PDF-ENG Source: HBS	
Understanding and Measuring Human Capital: An Investment Perspective • Investment perception of Strategic Human Resources Management, tangible benefits of SHRM	• Calculation of tangible benefits out of managing human resources on strategic lines. • ROI out of SHRM initiatives.		1. Royal Bank of Scotland Group: The Human Capital Strategy. Boris Groysberg, Eliot Sherman Product No. 408060-PDF-ENG Source : HBS
Challenges in SHRM	• Understanding the unanticipated challenges in managing HR on strategic lines. • Controversies, complexities in between HR and line departments can be resolved.	Ch#2 ***Social Responsibility and HRM*** 2. Managing Human Capital for Strategic Advantage: Three Challenges Cassandra A. Frangos Product number: B0709D-PDF-ENG Source: HBS	
Strategic Management • Practical steps in the process of roll-out of HR strategy in line with business objectives.	• How to implement the strategy with support from one and all.	Ch#3 ***Strategic Management***	2. Becton Dickinson (A): Corporate Strategy, Michael Beer, Alistair D. Williamson Product number: 491151-PDF-ENG.
The Strategic Role of Human resource Management • Business value adding functions of managing human resources on strategic lines • Creation of value out of each and every HR functions.	• Economic benefit of managing human resources much to understanding of all stakeholders. • Direct and indirect implications on business front.	Ch#4 ***The Evolving/Strategic Role of HRM*** 3. Link Strategic Capabilities to Workforce Strategy: Differentiating Your Workforce Strategy, Brian E. Becker, Mark A. Huselid, Richard W. Beatty Product number: 3244BC-PDF-ENG	3. Becton Dickinson (B): Strategic Human Resource Management Profiling, Michael Beer, Alistair D. Williamson Product number: 491152-PDF-ENG
Aligning HR System with Business Strategy	• Establishing a road map towards	4. Measuring HR Alignment Brian E.	4. Becton Dickinson (C): Strategic Human

• Process of integrating Business with HR functions. • Precautions and safeguards in the execution process.	implementing HR functions on business lines. • Removal of obstacles in executing business agenda and HR objectives as perceived by human resources of the firm.	Becker, Mark A. Huselid, Dave Ulrich Product number: 1531BC-PDF-ENGSource: HBS	Resource Management Profiling, Michael Beer, Alistair D. Williamson Product number: 491154-PDF-ENG Source: HBS
SHRM Profiling • Technicalities of implementing HR functions on strategic lines. • The documentation skills of SHRM process.	**Outcomes:** • Systematic understanding of SHRM process from practical perspective. • Process regularities and irregularities can be eradicated with a cost perspective.		5. Becton Dickinson (D): Strategic Human Resource Management Profiling, Michael Beer, Alistair D. Williamson Product number: 491155-PDF-ENG 6. Becton Dickinson (D1): Strategic Human Resource Management Profiling, Michael Beer, Alistair D. Williamson Product number: 491156-PDF-ENG
SHRM Profiling			7. Becton Dickinson (E): Strategic Human Resource Management Profiling, Michael Beer, Alistair D. Williamson Product number: 496007-PDF-ENG Source: HBS
Measuring HR System • Scales and metrics to measure the value of SHRM initiatives. • Issues of overlapping and complexity that can be identified in the course of measurement.	Outcomes: • Mathematical and scalable tools of measuring the effectiveness of HR functions. • Time planning the implementation of HR processes with eye on results that can be measured in comparison with business strategy.	5. Creating an HR Scorecard, Huselid, Dave Ulrich Product number: 1528BC-PDF-ENG 6. Guidelines for implementing an HR Scorecard, Brian E. Becker, Mark A. Huselid, Dave Ulrich Product number: 1534BC-PDF-ENG	8. Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard Srikant M. Datar, Marc J. Epstein, Jeremy Cott Product number: 101102-PDF-ENG Source: HBS
HR Planning • Planning of Human resources on strategic lines. The steps to be taken in	Outcomes: • Demand forecasting and supply forecasting on strategic lines.	Ch#5 ***Human Resource Planning*** 7. Planning with People in Mind, D. Quinn Mills	

forecasting of human resources.		Product number: 85414-PDF-ENG, Source: HBS	
Designing and redesigning work systems • The technicalities of job design and redesign in terms of yielding tangible benefits on financial front.	Outcomes: • Measuring of impact of job profiles on financial front. • Establishing linkages between job management and business impact of it.	Ch#6 ***Design and Redesign of Work Systems*** 8. When Outsourcing goes awry, Richard Peisch Product number: 95309X-PDF-ENG	9. Utah Symphony and Utah Opera: A Merger Proposal,Thomas J. DeLong, David L. Ager Product number: 404116-PDF-ENG Source: HBS
Managing change • Change management initiatives as part of strategic human resources management.	• Financial impact of managing changes with the ambit of strategic human resources management.		10. TRW's Information Services Division: Strategic Human Resource Management Michael Beer, Gregory C. Rogers Product number: 496003-PDF-ENG Source: HBS
Implementation of SHRM: Recruitment • The process re-engineering of recruitment practices on strategic lines.	• Measuring the effectiveness of recruitment practices. • Validation of results of recruitment practices.	Ch#8 ***Staffing***	11. Recruitment of a Star, Boris Groysberg, Steve Balog, Jennifer Haimson Product number: 407036-PDF-ENG
Training and Development • How to strategize training and development practices.	• Impact of training on strategic lines on business front.	Ch#9 ***Training and Development*** 9. Developing the Talent You Have: Strategies for Training and Development, Product number: 7089BC-PDF-ENG, Source: HBS	12. Leadership Development at Goldman Sachs Boris Groysberg, Scott A. Snook, David Lane, Product number: 406002-PDF-ENG Source: HBS
Performance Management and Feedback • Implementing PMS on strategic lines with satisfaction to stakeholders.	• The bottom line impact of PMS on strategic lines on employee performance.	Ch#10 ***Performance Management and Feedback*** 10. Turning Great Strategy into Great Performance, Michael C. Mankins, Richard Steele Product number: R0507E-PDF-ENG Source: HBS 11. CEO's Six Steps to Effective Feedback, Christina	13. A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products Elizabeth Collins, Larry E. Greiner Product number: 2177-PDF-ENG Source: HBS

		Bielaszka-DuVernay Product number: U0708A-PDF-ENG, Source: HBS	
Compensation • Strategizing compensation and rewarding practices	• Measuring the impact of strategic practices on compensation front.	Ch#11 ***Compensation*** 12.Six Dangerous Myths About Pay, Jeffrey Pfeffer Product number: 98309-PDF-ENG	14. Arck System (A,B,C,D,E,F) Product number: 911056,57,58,59,60 -PDF-ENG, PDF-ENG
Employee Separation& Retention Management • Separation cost of human resources and their implications on business front.	• Measuring and monitoring of employee separation on strategic lines to manage the cost factor.	Ch#13 ***Employee Separation and Retention Management***	15. Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Plant, C. Wickham Skinner, Heather Beckham Product number: 2189-PDF-ENG, Source: HBS
Global Human Resource Management • How to plan expatriates on strategic lines	• Cost of expatriates and repatriates on business front and their calculation.	Ch#14 ***Global HRM***	

V. EVALUATION COMPONENTS

Class Participation: Students shall be evaluated on class participation (CP) once during the semester. CP shall have a weightage of 10 marks and shall be finalized and submitted at the end of 33rd session.

Tests Three internal assessment tests will be conducted during the semester. Details of the test are given in the ***Table 1***. Schedule for the test would be announced in advance.

Comprehensive Examination: A comprehensive examination of three hour-duration will be held at the end of the semester for 40 marks.

Attendance: It is mandatory for a student to achieve minimum attendance stipulated in the academic regulations. A student has to attend all the continuous assessment components and other evaluation components conducted by the School/University.

Table 1 **Evaluation Plan**

#	Component	Weightage
1	Class Participation	10%
2	Test 1: Descriptive/MCQ Test	10%
3	Test 2: MCQ/Descriptive Test	20%
4	Test 3: Project Work	20%
5	End Semester Exam	40%
	Total	100%

Academic Integrity Policy: Cheating, fabrication of submitted work, plagiarism and other forms of dishonesty are viewed seriously. Any violation of this nature will invite penalty which may amount to award of zero marks.

VI. CONDUCT

rr. Students must report to the sessions well before the scheduled time. *Latecomers will not be permitted to enter the class.*

ss. It is *mandatory to study the case in advance* and *actively participate* in the discussion.

tt. It is *mandatory to have the cast study in hand during class-room discussion*. Those who do not have hard copy of case study will not be permitted to sit in the class and will be marked absent.

uu. Students are expected to participate actively in classroom discussions and contribute to individual and group learning. Evaluation for CP is based on active participation.

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

ww. Dressing: Formal.

xx. Do not roam in the academic areas.

yy. Do not attend classes in chappals/shorts/informal t-shirts.

zz. Students are expected to show high regard and appreciation for in class discipline and *desist from using mobile phones*.

Course Code: SLHR604
Course Name: Global HRM

Course Objective:
The course is designed to give students a practical overview of the Global Human Resources function in a contemporary business organization. The course will focus on current International Human Resources programs and practices used in the best global business organizations. Information from outside CEOs and human resources executives, along with cases will be used to demonstrate practical issues in Global Human Resources management. Students will gain practical management knowledge as to how Human Resources functions operate in Global business organizations.

Learning Outcomes:
When you have completed this course, you should able to analyze the use of Human Resource Management principles in your own organization, and perhaps introduce them; in addition you will be able to

- identify and discuss the main tasks associated with HRM
- assess the main perspectives on management and explain their relationship to HRM
- explain the importance of the cultural context for HRM
- discuss the challenges that multi-national corporations face in managing HR in some major economies
- evaluate the importance of parent–subsidiary relationships in relation to HRM
- assess the extent to which multi-national corporations have the freedom to impose common approaches to HRM in their international operations
- embed organizational learning and knowledge within the strategic GHRM function
- discuss the challenges of managing culture within an international joint venture
- examine expatriation from the perspectives of both the parent company and the overseas subsidiary/partner

Recommended Text Book: *"International Human Resource Management" (4th Edition) by Peter J Dowling and Denice E. Welch Publisher: Cengage Learning India Pvt Ltd*

Reference Book:

Monir Tayeb (2005) *International Human Resource Management*, Oxford, UK: Oxford University Press

Journals: International Journal of Human Resource Management, Journal of international business studies, Journal of Small Business Management

Module & Topics	Cases & Articles
Introduction to GHRM New perspective of HRM Stages of international business Growth of MNCs Difference between domestic and global HRM	"An Integrative Framework of Strategic International Humai Resource Management" - *Academy of Management Review* (EBSCO)
HR planning for global business Reasons for international assignment Types of international assignment Staffing issues: HCN, PCN, TCN Ethnocentric, Polycentric, Heliocentric ,Geocentric	"Developing your global know-how"-*HBR* (EBSCO) "Solvay Group: International Mobility and Managing Expatriates" (HBS Case Code 9-409-079)
Recruitment and selection for global business Selection criteria for international assignment Issues regarding expatriate failure	"The Right Way to Manage Expats" –*HBR* (EBSCO)
Training and development for global assignments Understanding Cross –cultural differences: Theories on 'Culture' (Hofstede, Hall and others) Components of pre-departure training Effectiveness of pre-departure training	"Shifting the Diversity Climate: The Sodexo Solution" (HBS Case Code 9-412-020) "The culture assimilator: An approach to cross-cultura training"- *Journal of Applied Psychology* (EBSCO)
Performance Management for global business Factors associated with expatriate performance Issues related with performance appraisal	"Expatriate Performance Management: The Case of Nokia Telecommunications" – *Human Resource Managemen* (EBSCO)
Compensation management for global business Key components Two main approaches	" In a world of pay" - HBR Case Study (EBSCO) "Rethinking International Compensation" – *Compensatio and Benefits Review* (EBSCO)
Class Test 1 (NCP 1)	
Employment Relations Key issues in IR in global operations Key concerns of trade unions Issues regarding international laws Role of ILO	"Reconceptualizing comparative industrial relations: Lesson from international research" – *International Labour Review* (EBSCO)
Repatriation	"Expatriation and Repatriation in MNCs: A

Process of re-entry Job related factors and social factors MNCs' response to repatriation Designing a repatriation program	Taxonomy" –*Human Resource Management* (EBSCO) "Empowering Expatriates and Organizations to Improv Repatriation Effectiveness" – *Human Resource Planning* (EBSCO)
HRM in cross border strategic alliances Mergers and Acquisitions Joint ventures	"Mergers and Acquisitions, Human Resource Issues an Outcomes: A Review and Suggested Typology"- *Journal o Management Studies* (EBSCO) "Human resources management in international joint ventures Directions for research"- *Academy of Management Revie* (EBSCO)
HRM characteristics in select geographies North America Europe People's Republic of China Korea/Japan Latin America Australia/New Zealand Africa	*Text material to be compiled by course instructor fron different sources, e.g. books, journals, magazines, reports websites, etc.*
Cross Cultural Communication and Negotiation Cultural dimensions High-context and Low-context cultures Differences in cross-cultural behaviors Managing cross-cultural teams	"An examination of cross-cultural negotiation: Using Hofsted framework"- *Journal of American Academy of Busines* (EBSCO)
NCP 2	

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

1. **Case Preparation**

Preparing for class discussion of cases is likely to require significantly more effort than you might anticipate. Be assured, however, that your effort preparing cases will significantly improve your ability to participate in class discussions.

- Try first to get a quick sense of the whole case. What can you learn from the title, headings, and outline? What do the introduction and conclusion (if present) reveal about the problem?
- If this is a case requiring a decision, who is the key decision maker? What decision does he/she have to make? What are the objectives of the decision maker? What other actors are there in the case? What are their objectives?
- At this point, it might be helpful to reread the case carefully, underlining or highlighting key facts.
- Try to identify the key problems on a piece of paper. Then go through the case again, sorting out the relevant information for each problem. What are the resources and constraints associated with each problem?
- What are the possible courses of action for the decision maker? Try to identify and rank alternative solutions. What are the likely short and long term consequences of the policies that you have identified?

- You must also bear in mind that most problems will have several acceptable solutions or answers, but it will not always be the case that a perfect solution can be found. At times, even the best solution will still have some unsatisfactory consequences

2. **Guidelines for case discussions:**

- All students are expected to participate in class discussions. The students will be fully prepared with case and relevant theoretical part from the prescribed text book to engage in active learning through discussion and interaction.
- Please raise your hand and wait to be called before you speak.
- Any candidate can be chosen randomly by the faculty member to answer a question related to the case/chapter; therefore, it is mandatory for every candidate to be ready with the answer. The answers will be evaluated by the Faculty Member
- Do not wait too long to get involved in the discussion. The longer you wait to participate, the harder it may seem to become involved.
- Present your ideas with **conviction** and **care** supporting them with relevant facts in the case.
- Most importantly **listen** to the comments of your classmates. You can compare or contradict the previous point but repetition of points already discussed will
- Students indulging in disruptive behavior during the class will be penalized with negative marks

Course Code: SLHR606
Course Name: Organization Development: Diagnosis and Intervention

Course Objectives:

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

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

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

Recommended Text Book:

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

Suggested reference books:

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

Schedule of Sessions

Topic	Learning Outcomes	Case	
Introduction to OD. Definitions, Nature of Change, Types of Change, Causes of Change and Definition of OD	• To Understand the importance Change and respond to Change to thrive in the Business world • To learn the OD Process of change	**.Re-Conceiving the Challenge of Change**: Robert Kegan & Lisa Laskow Lahey, 2009 (6731BC)	1
Historical Overview of OD • Laboratory Training, • Survey Research, • Action Research, • Socio-technical systems	• Describe the evolution of OD. • Explain the foundations of organizational development	Compulsory Reading: Chapter 2: Definitions and Historical Overview of organization Development (pp. 12 – 34)	2
OD Values, Beliefs and Assumptions for individuals, Groups and Organizations	• To Explain the assumptions, beliefs and Values o OD	**Nova Care, Inc, Living the Vision**, Lynn Sharp Paine, Jane Palley Katz, 1995. HBS- 394110-PDF-ENG Compulsory Reading: Chapter 3: Values, Assumptions and Beliefs in OD (pp. 35 – 42)	3
Models of Planned Change and General Model of Change	• To Explain the components of Change • To understand the impact of transformational	**IBM Transforming, 2012-2016: Ginni Rometty Steers Watson, by Rosabeth Moss Kanter and Jonathan Cohen**	

	approach to change •	(317046) The Nature of Planned Change by Cummings & Worley	4
Managing OD Process	• To explain the Process of change applicability of Bonus • To understand how leadership is linked to change activities and why OD efforts fail	**Leading Change: Why Transformation Efforts Fail,** John P. Kotter. 2007. (HBR Classic) (HBR: R0701J-PDF-ENG) Compulsory Reading: Chapter 5: Managing OD Process (pp. 66 – 87) Chapter 6: Action Research and Organization Development (pp. 88 – 96)	5
Entering and Contracting • OD Consultant – Roles and Competencies • Entering and Contracting , Role of Consultants – Styles, relation with client, entry strategies	• To understand the Key issues involving the Client and the Consultant • External consultants and Internal Consultants	**Miles Everson at PricewaterhouseCoopers:** Robert G. Eccles, David Lane, 2012. (HBS: 410062-PDF-ENG) Compulsory Reading: Chapter 13: Issues in Consultant-Client Relationships (pp. 196 – 214)	6
Written Test -1			
Organizational Diagnosis • Diagnosing the Organizations, Groups and Individual jobs	• To understand the systems approach to diagnosis		7
• OD Interventions Overview • Characteristics of Effective Interventions	• To describe the types of Interventions • To understand the effective ways of designing	Compulsory Reading: Chapter 7: An Overview of OD Interventions	8

	interventions • To understand the effectiveness of these interventions in producing change		
• Individual Level , Team & Group Interventions	• To describe the individual interventions, diagnostic meeting, team building and formal group interventions	**RL Wolfe: Implementing Self-Directed Teams** : David A. Garvin, Elizabeth Collins, 2009 (HBS: 4063-PDF-ENG) Mod IV Product Development Team: Anne Donnellon, Joshua D. Margolis, 1991 (HBS: 491030-PDF-ENG) Compulsory Reading: Chapter 8: Team Interventions (pp. 108 – 132	9
Inter-Group Interventions	• To understand, intergroup relations interventions, large-group interventions • Grid Interventions	**Boundaries Need Not Be Barriers: Leading Collaboration Among Groups in Decentralized Organizations**. By Heather M, Caruso, Todd Rogers, Max H. Bazerman, 2009 (HBPC: 3793BC-PDF-ENG) Case Study : **Self-managed work teams as a management tool**, By Peter Benazic, Judy Pool and Cathy Williams	10

		Compulsory Reading: Chapter 9: Intergroup and Third Party Peacemaking Interventions (pp. 133 – 141)	
WRITTEN TEST –II			
Human Resource Interventions • Performance Management • Reward Systems • Career Planning	• To design three interventions performance appraisal, and reward systems and Career Planning	**Hindustan Petroleum Corporation Ltd.: Driving Change Through Internal Communicatio**n Boris Groysberg, Michael Slind, 2011. (HBS: 411077-PDF-ENG) Compulsory Reading: Chapter 10: Comprehensive OD Interventions **Corporations, culture, and commitment: Motivations and social control in organizations.** HBSP Product No. CMR 021.	11
Techno-Structural Interventions • Restructuring Organizations • Down sizing • Employee Involvement • Work Redesign • Total Quality Management	• To understand how different approaches align with different technical and social conditions • To understand the process of downsizing and reengineering	**Building a Structure to Drive Performance and Responsibility** (A) Jesper Sorensen, Sara Gaviser Leslie, 2010. Siemens: (SGSB: SM181A-PDF-ENG) Compulsory Reading: Chapter 11: Structural Interventions and the Applicability of OD	12

Strategic Interventions • Mergers and Acquisitions • Strategic Alliances and Joint Ventures	• To describe two competitive strategy interventions: integrated strategic change and merger and acquisition integration • To describe strategic alliances	**Qenos: The Kemcor–Orica Joint venture,** Steven Coulton, Anne Duncan, Jague Lee and Sari Sitalaksmi www.thomsonlearning.com.au/higher/management/waddell/2e/media/CaseN_Qenos.pdf	13
Organization **Transformation**	• The learn the features of transformational change interventions: culture change, self-design, and organization learning and knowledge management		14
Power, Politics Dynamics, Future Directions in OD		**Power , Office Politics and Career in Crisis,** W. Earl Sasser Jr., Heather Beckham, Thomas Green 2008 (HBS: 2095-PDF-ENG) Compulsory Reading: Chapter 14: Power, Politics and Organization Development Compulsory Reading: Chapter 15: The Future and Organization Development	15
Presentations of the Project			

Evaluation Timelines

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

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

Course Code: SLHR609
Course Name: Leadership Skills and Change Management

Course Objectives:

- To impart theoretical dimensions of Leadership as an essential element of managerial traits required in the current business scenario.
- To understand different styles, models of leadership generally followed in the past and present times along with external and internal influencing factors they dealt with.
- To equip the students with critical thinking abilities that facilitate the flow of changes happening across the industry to have their positive impact on company
- To manage the changes as part of Leadership style and the permutations and combinations involved in the process for better results.

Expected Learning Outcomes:

Upon the completion of the course a student is expected to:

- Understand the basic theoretical postulates of Leadership phenomenon.
- Examine the complexities and contradictions in the exercise of Leadership across various functional domains.

- Follow the change phenomenon and execute the change management strategies suited to the organization with the critical thinking abilities.

Suggested Text Books:

1. Leadership in Organization: by Gary V Yukl
2. Leading Change – by John.P.Kotter

Course Outline:

Topic	SWAYAM Videos	Case
Introduction: Leader & Leadership in organization	https://www.youtube.com/watch?v=_1SxxcSTeRc&list=	
The nature of Leadership, Indicators of Leadership Effectiveness,		Leadership for a Changing world- HBR
Conceptualization of Leadership Theories, Other Bases for comparing Leadership Theories		Centre for Creative Leadership :HBR
Managerial Traits & Skills		Text book case: National Products
Nature of Managerial work		Text Book case: Acme Manufacturing company
Effective Leadership Behavior: Ohio state Leadership studies, Michigan Leadership studies , experiments on task and relations behavior		Text Book case: Consolidated Products
Leadership Behavior Taxonomies, Specific Task Behavior , Specific Relations Behavior		Text Book case: Air Force Supply Squadron
Participative Leadership		Text Book Case: Alvis Corporation
Early contingency theories- LPC Contingency Model, Path-goal theory of Leadership, situational Leadership		Text Book Case: Foreign Auto shop Part-1
Leadership substitutes theory, Multiple Linkage model, Cognitive Resources theory		Foreign Auto shop Part-2
Power & Influence, Power types and sources, How Much power leader should have		Theory behind practice-Leadership-_HBR
Leader-Member exchange theory, Leader attribution about subordinates, correcting performance deficiencies		Text Book Case: Cromwell Electronics

Follower attribution and Implicit theories, Impression management, Follower contribution to leadership , Integrating roles of leader and followers		Text Book case American Financial Corporation
Charismatic and Transformational Leadership	https://www.youtube.com/watch?v=Nm1bLTfxN-I&index=	Case study- Text Book- Metro Bank Replacement by Video
Change Process in Organizations, Influencing Organization culture, Developing vision	https://www.youtube.com/watch?v=1gVY9hK47WE&index= Result Oriented Leadership	CEO- The change agent- ICMR Case Part-1 Replacement by Video
Developing vision, Procedures for developing vision		CEO- The change agent- ICMR Case Part-2 Replacement by Video
Implementing change, Guidelines for Leading change		Social Intelligence & Leadership-HBR
Innovations and Organizational Learning		Leadership for Globalization- HBR
Conception of Ethical Leadership; Dilemmas in Assessing Ethical Leadership		Text book case: Unethical Leadership at Enron
Ethical, Servant, Spiritual and Authentic Leadership		Authentic Leadership- HBR
The Nature of teams, Determinants of Team Performance; Leadership in Teams and Decision Groups		Leadership Team-HBR
Leadership in Different Types of Teams, Decision Making in groups		Text book case- Southwest Engineering Services
Strategic Leadership, How Leaders influence organizational performance		Leadership that gets results- HBR
Constraints on Executives, Conditions Affecting the need for strategic Leadership		Text Book case: Columbia corporation
How Leaders influence Organizational performance		Jack Welch and Jaffery Immelt- Continuity and change in strategy, style and culture
Conditions affecting the need for strategic Leadership Strategic Leadership by Executives		Leadership at all levels- HBR
Development of		Text Book case

Thought Leadership: An Essential Requirement of Contemporary times. (change incorporated in the light of AOL Process findings of 2017 on Critical Thinking skills rubric)		Federated Industries
Special techniques of Leadership training, Learning from experience, facilitating conditions for Leadership development		Leadership can be Learned- HBR
Cross-cultural Leadership, Cultural value dimensions and Leadership		Text Book Case: Madison, Jones & Conklin
Gender and Leadership, Managing Diversity		Women & Labyrinth of Leadership-HBR
Overview & Integration		Text Book Case: Turnaround at Nissan

Evaluation :

Component	Component Number			Weightage
Class Participation	1			10
Non Class Participation	1 (Test.1)			20 (MCQs)
Non class participation	2 (Test.2)			20 (Descriptive)
Non Class Participation	3 (Test.3)			10 (Mini Project Presentations)
End exam	At the end of the semester			40
	Total			100

Minimum Attendance for CP/NCP evaluation is: 60 % of the sessions during assessment period.

Course Code: SHHR630
Course Name: HR Analytics

Course Objectives:

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

Learning Outcomes:

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

Reading Material:

- *Text Book:* Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Cengage Learning Publishers.

Reference Book:

8. How to measure Human Resource Management (3rd ed.)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.
9. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.
10. Discovering Statistics with SPSS. Field, A. (2005) Oxford.
11. Applying advanced analytics to HR Management decisions (2014)- James C. Sesil, Pearson
12. Making Human Capital Analytics Work- Measuring the ROI of Human Capital Processes and Outcomes (2015)– Patricia P. Williams and Jack J. Phillips, McGraw-Hill.
13. Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. SAGE Publications India.
14. Banerjee, P., Pandey, J., and Gupta, M. (2019) Practical Applications of HR Analytics: A Step-by-Step Guide. Sage Publications India Pvt. Ltd. (pp. 1-332)

TOPIC	**CASES/ARTICLES/CONTENTS/ NUMERICALS**	**LEARNING OBJECTIVES**
Introduction to HR Analytics	Introduction to analytics. Importance of HR analytics. Challenges and trends in HR analytics. Analytical methods and models (Descriptive, predictive and prescriptive analytics);	Understanding advantages of measuring HRM, techniques in HRA, common problems/ obstacles with HR analytics.
	Reading Materials:	
	1. HR joins the Analytics revolution, HBR (2014)	
	2. Learning from practice: how HR Analytics avoids being a management fad, Rasmussen, T. & Ulrich, D. (2015), *Organizational Dynamics.*	
Introduction to HR Metrics	Measuring HR Performance (efficiency & effectiveness), HR Measures (classification, examples, and exercise)	To know about the standard HR metrics. To measure various facets of HR related outputs
	Key HR metrics (Time to fill, Career path ratio, Cost per hire, HR headcount ratio Direct labor cost, Recruitment metrics and Training evaluation model including Kirkpatrick Model), Standards	

	(Introduction to TDRP, CIPD, & Saratoga)	
	Reading materials:	
	1. How to measure Human Resource Management (3rd ed)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.	
	2. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.	
	Case study:	
	1. Banerjee, P. & Purkayastha, D. (2016). Training Metrics: Calculating Training ROI. ICMR (case code: CLHR/043).	
	2. Priyadarshini, C., Banerjee, P. & Purkayastha, D. (2016). Recruitment Metrics: Calculating Hiring Costs. ICMR (case code: CLHR/042)	
	Other resources:	
	TDRP, Saratoga, & CIPD reports	
Descriptive analytics	Types of data, preparing data (issues with bad data, missing values, data cleaning) Introduction to MS Excel (basic functions), creation of HR Dashboards (slicers, speedometer, pivot table, and advanced functions such as LOOKUP, INDEX, etc.) Overview of Tableau.	Learning to use MS Excel for HR functions
	Reading material:	
	Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Video on Dashboards: https://www.youtube.com/watch?v=t6IiCqhfgoU	
	Teaching mode: Practical session (laptop is must)	
Tools and Techniques I	Basic concepts of correlation and regression analysis, ANOVA, t-Test, Chi-square test, and Mann Whitney test using MS Excel & SPSS.	Hypotheses formulation and testing using HR data.
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e	

	book).`	
Tools and Techniques II	Logistic regression, demand forecasting, trend analysis using exponential smoothing using SPSS. Interpreting outputs from SAS and R-commander.	Understanding the application of logistic regression and interpretation of results
	Reading Material:	
	1. Discovering Statistics with SPSS- Andy Filed (e book).	
	2. Strategic HR Planning – Monica Belcourt - Chapter 6,7	
	Case Study:	
	Sensing (and Monetizing) Happiness at Hitachi (HBS Case No: 418019-PDF-ENG)	
Tools and Techniques III	Normality test, reliability and validity analysis, cluster analysis, and factor analysis	Learning to find out data suitability and categorizing data
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).	
Tools and Techniques IV	Unsupervised learning algorithms using cluster analysis	Applications of unsupervised learning algorithms
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).	
Tools and Techniques V	Neural networks (Introduction, background, how the human brain works a neuron model, a simple neuron, pattern recognition example, a complicated perceptron, different types of neural networks, network layers and structure, training a neural network, learning process, and neural networks in use) and decision trees in SPSS	Applications of supervised learning algorithms
	Reading Material:	
	Discovering Statistics with SPSS- Andy Filed (e book).	

Course Code: SHHR625
Course Name: Managerial Psychology

Course objectives:

It is expected that at the end of the course, the student will have developed the following:

- Understanding of the dynamics of personal and organizational performance through insights from the field of managerial psychology.
- Critically understanding and evaluating the factors that influence effective and ineffective decision making and the application of these factors to business decisions;
- Application of psychological principles and knowledge in the areas of recruitment & selection, training & development, performance appraisal, rewards, retention, conflict resolution, communication, coaching etc.

Topic/Area Covered	**Case/Readings**	**Learning outcomes**
Introduction to Managerial Psychology		**The student should be able to:** 1.Understand what Managerial Psychology 2.Understand the role and skills of managers
Personal effectiveness: Dimensions of personal effectiveness, understanding one's personal effectiveness, increasing personal effectiveness		1.Describe the concept of personal effectiveness; 2. Identify your own personal effectiveness and category to which they belong, and 3. Identify ways to increase their own personal effectiveness and help others to enhance their personal effectiveness.
Managerial styles: analysis of different managerial styles and how these may affect others, and the way in which they interact or work towards organizational objectives; Examining individual managerial styles and action for improvement		1. describe various managerial styles 2. identify own managerial style and effectiveness 3. identify key actions to improve managerial style
Role efficacy: Concept of role and role efficacy, Increasing role efficacy		1. Describe the concept of role and role efficacy; 2. Identify the roles that exist for a few personnel in different organizations; 3. Examine the efficacy of their roles 4. Develop specific action points for enhancing role efficacy in different situations.
Cognitive style: Psychological types, Basic preferences, where you find them at work, working with the types	International use of the Myers-Briggs Type Indicator **498038-PDF-ENG** How Managers minds work **74304-PDF-ENG**	1. Describe the concept of psychological types and cognitive style 2. Understand one's cognitive style

Leadership style, understanding one's leadership style, Development level of teams, Matching leadership styles to the team's development level, Raising team's development level, Enhancing leadership		1. Identify own leadership style, efficiency and flexibility; 2. Assess the development level of others, and 3. Adapt the appropriate leadership style to different situations to be a more effective leader
Emotions and Managerial effectiveness		1. Understand emotions, intelligence, and combined emotional intelligence (EI) on managerial effectiveness
The manager as a decision-maker: Psychological models of managerial decision-making, Irrational decision making	1. Mr. KLM (A): Jacob Veldhuyzen **(ES1171-PDF-ENG)** 2. Mr. KLM (B): Captain van Zanten **(ES1181-PDF-ENG)**	1. Identify the steps in the analytical model of decision making and distinguish between the various types of decisions that people make 2. Describe different individual decision styles and the various organizational and cultural factors that influence the decision-making process. 3. Identify the various factors that lead people to make imperfect decisions.
Assessing people: The evaluation process, formal methods of evaluation, day to day assessment of people, role of intuition		1. Understanding the process of evaluation 2. Evaluating different assessment methods
Influencing other people: Influence and motivation, emotion, authority, power tactics, manipulation, collaborative models	Harnessing the science of persuasion **7915-PDF-ENG**	1. Apply and suggest influence theories or tactics to achieve a specific goal or solve a specific case 2. Discuss the details, advantages, problems, and pitfalls of a suggested or analyzed influence strategy
Group decisions, group pressure and the individual, Communication nets, taking groups seriously: designing organizations around small groups		1. Describe the advantages and disadvantages of group decision making 2. Analyze decision biases and understand the dimensions of individual differences in the process
Managing the organization: The Managing process, the volatile organization, organizational missions and strategies, managing people in large numbers		1. Provide a comprehensive evaluation of the organizations environment, discern the relationships between the internal and external environments, and utilize this theoretical approach to promote organizational effectiveness
The changing organizational environment	Eastern Condiments: The Changing Curry Company **ISB086-PDF-ENG**	1 understand of the overall processes required within the organizational change process including its role in strategic management, 2. analyze and effectively cope with the forces of organizational change internally and externally, 3. develop an understanding of the sources of change resistance and the various methods for coping, 4. examine the role of communications and leadership within the change management processes,

Internal assessment		

Evaluation Timelines

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

Component	Component Number	Weightage
Class Participation	1	10
Class Participation	2	10
Class Participation	3	10
Non Class Participation	1	10
Non class participation	2	10
Non Class Participation	3	10
End exam	40	
Total	100	

Class Textbook:

Compilation of readings from several books

Recommended readings:

1. Bahrami, Leavitt, Managerial Psychology: Managing Behavior in Organizations, 5th Ed., U. Chicago, 1988
2. Leavitt, Pondy, Boje, Readings in Managerial Psychology, 4th edition, University of Chicago, 1988
3. Cialdini, Robert B. *Influence: Science and Practice*. 4th ed. Boston, MA: Allyn and Bacon, 2000.
4. Pareek, U., & Purohit, S. (2010). Training instruments in human resource development and OD (3rd ed.). New Dehli: Tata McGraw Hill.
5. Haslam, S. A. (2002). Psychology in organization; Sage Publication: Thousand Oaks.
6. Dan Ariely, Predictably Irrational (2008; repr., New York: HarperCollins, 2010)
7. Kahneman, Daniel, Thinking, fast and slow (Macmillan, 2011).

Course Code: SLHR613
Course Name: Corporate Communication

Need for the module

The role of corporate communication is multi-directional. Corporate communication is required to create a company image that lets the public (both internal and external) know more about the people behind the products and services they are using or investing in. Corporate communication

also attempts and solves any irregularities in the company's claims. Coordination with different players in the industry is achieved with corporate communication.

Corporate communication has direct impact on the work and profile of an employee, irrespective of his position in the organizational chart. Every manager needs to understand corporate communication, not only those who are officially in charge of corporate communication or public relations.

Career Prospects

Corporate Communication Executive, Manager, Public Relations Officer. PR Manager, Vice-President or General Manager, Corporate Communication at corporations, non-profit agencies, entertainment, sports & travel, government, education, military

Objectives of the Course

1. At the end of the course, the students will understand how the companies control their public image and craft a consistent corporate voice
2. To know that communication has extended its responsibility beyond traditional areas like media and technology
3. To keep a track of larger social, political, economic and cultural environment in which companies conduct business
4. To understand the impact of managing government and community relations on business reputation and strategy goals

Format of the course

The course has been compiled by looking into curricula of various B-Schools, (both Indian and abroad) and referring to various books and publications.

The course broadly will adhere to the IBS format of 3 credits and 33 sessions. The delivery would include case based pedagogy, classroom discussions, assignments and presentations. Industry experts advice and inputs would also be taken into consideration.

Student Learning Objectives

1. At the end of the course, the students will understand how the companies control their public image and craft a consistent corporate voice
2. To know that communication has extended its responsibility beyond traditional areas like media and technology
3. To keep a track of larger social, political, economic and cultural environment in which companies conduct business
4. To understand the impact of managing government and community relations on business reputation and strategy goals

Student Learning Outcomes

At the end of the course, the students will be proficient in the various nuances of the working of the corporate with respect to corporate relations with the stake-holders, handle the media relations effectively and project a positive image of the corporate by maintaining government and community relations

Text and Reference Books	*Author/ publication*
Corporate Communications – A 21st century primer	Joseph Fernandez, Response books, a division of Sage publications
Corporate communication – A guide to theory & practice	Joep Cornelissen, 3rd edition, Sage Publications
Management communication – a case analysis approach	James S O'Rourke IV, 4th edition Pearson
The power of Corporate Communication	Paul A Argenti and Janis Forman, McGraw Hill

Detailed Syllabus

1. **Corporate communication** – A **brand new world**
    a. Roots/ history of corporate communication
    b. Difference between marketing communication and corporate communication
    c. Corporate Communication wheel and corporate communication tree
    d. Corporate Communication Mix
        i. Primary Communication – communicating products, services, annual reports, staff, investors, customers, society
        ii. Secondary Communication – controlled forms of communication like advertisement and media
        iii. Tertiary communication – word of mouth/ spin
        iv. Strategic importance of Corporate Communication
    e. Tools of corporate communication
        i. Newsletters – vendors and advisory boards
        ii. Financial reports – Investors, Analysts, Media
        iii. Intranet – Employees, Advisors, vendors
        iv. Social Media
        v. Press Releases & Press Conferences
    f. Responsibilities of a CC Manager
        i. Communication Plan, adaptability, anticipation of crisis, media relations, advocacy or lobbying using paid advertising and free publicity, professional ethics
2. **Strategic Communication** – Internal and External, Oral and written

    a. Speech writing
    b. Stakeholders –how companies promote the pursuit of excellence for employee care, Government, Suppliers, Banks, Customers, Investors, Society
    c. Improving identity, image and reputation from vision to reality
    d. Investor relations – enhancing your company's health and wealth
    e. Technology driven oral communication – Vodcasts, podcasts
    f. Government relations and corporate philanthropy

g. Blogs, Email, twitter, facebook, website management

3. **Media and Public Relations**

   a. Concepts, Structure, Practices & Strategic PR
   b. PR Practices-Planning & Execution
   c. Strategic use of Media for Corporate Communication
   d. Traditional vs new media
   e. New Product Launches
   f. Press Releases
   g. Fragmentation of mass media, development of new media and technology to create communication trends
   h. Company profiling
      i. Managing content of corporate websites, and/or other external touch points
      ii. Managing corporate publications – for the external world
      iii. Managing print media
   i. Current trends, counseling, responsibilities of PR Manager, models of PR
   j. Issues management and conflict resolution
   k. Etiquettes in Social Media
   l. Corporate response to negative news\feedback

B Schools offering Corporate Communication in India and abroad

Abroad

- Rotterdam School of Management -Master of Corporate Communication
- University of Paris- Communication des enterprises
- University of Lugano- MCC
- IE School of Communication, IE University- Master in Corporate Communication,
- TRACOR, The Communication Arts Institute- Master in Corporate Communication
- Tuck School Of Business, Darmouth- Master of corporate communication

India

- Indian Institute of Management, Ahmadabad-Communicating Corporate Reputation (CCR)
- Indian Institute of Management, Bangalore-Managerial Communication
- Jindal Global Business School
- Symbiosis Management Institute
- ISB&M School of Management, Gurgaon

References

1. http://www.patrickalain.com/why-leader-phrases/corporate-communication/
2. http://www.slideshare.net/mokshjuneja/public-relations-management-session-2-corporate-communications-and-pr-comm(21-3-2014)
3. Corporate Communications – A 21st century primer, Joseph Fernandez, Response books, a division of Sage publications
4. Corporate communication – A guide to theory & practice, Joep Cornelissen, 3rd edition, Sage Publications
5. Management communication – a case analysis approach, James S O'Rourke IV, 4th edition Pearson.
6. The power of Corporate Communication, Paul A Argenti and Janis Forman, McGraw Hill

OP & IT Area Electives (Semester – III)

Course Code: SLIT609

Course Name: Business Intelligence & Analytics

Course Objectives: This course gives an introduction to the field of business analytics, which extensively use data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to take decisions and actions. It includes meaning and use of various business modeling techniques like Predictive, Clustering and Association techniques. Text and web mining methods are also discussed along with the application of data mining techniques to business decision making situations. In addition to working with software, students actively participate in the delivery of this course through case and project presentations.

The course will be covered using R, SPSS and SAS

Course Learning Outcomes:

At the end of the course, the student is expected to

- Business problems and to support managerial decision making
- Become familiar with the processes needed to develop, report, and analyze business data
- Learn how to use and apply selected business analytics software to solve the business problem
- Hands on handling data using R, SPSS and SAS

Recommended Text Book:

- Data Mining Techniques For Marketing, Sales and Customer Relationship Management, Gordon S. Linoff and Micheal J A Berry, Wiley Third Edition

Suggested reference books:

1) GAlit Schmueli, Nitin R Patel, Peter C Bruce "Data Mining for Business Intelligence-Concepts, Techniques and Applications in Microsoft Office Excel with XL Miner" Wiley India, 2011
2) E. Turban, R. Sharda, J. Aronson, and D. King, "Business Intelligence: A Managerial Approach", Pearson Prentice Hall, 2008. (Chapters 1-6).
3) E. Turban, J. E. Aronson, T. Liang and R. Sharda, "Decision Support and Business Intelligence Systems", Pearson Prentice Hall, 2010, 8th Edition (Chapter 6).

Course Outline:

Topic & Case	Session objectives	Expected Learning Outcomes	Chapter Reading	Digital or software tools used	Swayam /nptel video links
Introduction to Data warehouse Concepts of data	To introduce and lead to the need for data mining	The need for big data and data mining	Chapter 15		https://www.youtube.com/watch?v

warehouse , Need for a data warehouse .					=f_m1aj-PzVo
Introduction to data mining	• To introduce data mining and the difference between data ware house, statistics and data mining Difference between operational data and data warehouse data	To bridge the gap between traditional statistics, and data mining	Chapter 1		https://www.youtube.com/watch?v=p5jD5clrlhQ
Data Mining Process	• Data Mining in Knowledge Discovery in Databases, Data mining functionalities like Association Analysis, Classification and Prediction, Cluster Analysis, Outlier Analysis Concepts of interval estimations	• To give an idea of how to translate business problems into data mining • problems **To bring the different styles of data mining to one place**	Chapter 2&3		https://www.youtube.com/watch?v=p5jD5clrlhQ
Business Analytics	• What is Business Analytics field? Business Analytics, Business Intelligence and Data mining; Business	• To discuss the origin of business analytics, cycle, text mining evolution of big	Chapter 17		https://www.youtube.com/watch?v=9IIgH0hNtgk

	Analytics cycle, and the Web; Usage, Benefits, and Success of Business Analytics; Tools and Techniques of Business Analytics – OLAP, Data mining, Text mining, Web mining, Decision support and Intelligent systems, Web analytics, Visual analysis, Scorecards, Dashboards.	data, insight into the tools and techniques of Business analytics • **Develops the skills needed to extract intelligence and value out of the data**			
Test: 1 (covering syllabus Sessions 1-10 20 marks)					
Description and Prediction Directed Data mining models, Profiling and Predictive modeling	• To understand the, models methodology for directed data mining	The learning outcome of this chapter is translate the business problem into a data mining problem, create a model	Chapter 3		
Data mining classical Statistical techniques Linear Regression, Multiple	• To understand the most widely used Predictive modeling techniques	• This enhances quantitative ability in developing a regression model which leads to	Chapter 7&8	Discussion/ lecture/hands on experience with SAS/R	NPTEL links Mod-01 Lec-17 Multivariate Econometric Modelling - 2 Mod-01 Lec-20

Regression, Logistic Regression		forecasting and decision making			Multicollinearity Problem – 2 Mod-01 Lec-22 Autocorrelation Problem – 2 Mod-01 Lec-24 Heteroscedasticity Problem -2 Mod-01 Lec-26 Dummy Modelling- 2 Mod-01 Lec-28 LOGIT and PROBIT Model -2
Market Basket Analysis and Association Rules	• Defining and building Association, rules	• To understand the consumer behavior by these association rules and Market Basket Analysis • Helps in analyzing item – level detail and helps in understanding the relationships between items that are in the basket of goods of a consumer	Chapter 9	Discussion/ lecture/hands on experience with SAS/R	https://www.youtube.com/watch?v=lCBF64PXiU4
Decision Trees Classification.	• To understand • Classification, Prediction. Classification by Decision	• Helps in applying decision trees for a business	Chapter 6	Discussion/ lecture/hands on	https://www.youtube.com/watch?v=odAXDAGIX5U

Classification by Decision Tree Induction	Tree Induction.	problem in decision making		experience with SAS/R	
24. Test (20 marks)					
Cluster Analysis Introduction to Cluster Analysis Difference between Cluster Analysis and Classification Need for Clustering Data. Cluster Analysis Methods K-means Clustering, Hierarchical Clustering	• To understand the clustering concepts and types of clustering	To convert the structure of complex data into simple form. and the applications of cluster analysis	Chapter 11	Discussion/ lecture/hands on experience with SAS/R	https://www.youtube.com/watch?v=yZrYEQ0E8UU
Artificial Neural Networks Neuron, concepts training neural networks	• To understand the concepts and applications of Neural networks	• The learning outcome of the topic is to develop model that helps in decision making	Chapter 7	Discussion/ lecture/hands on experience with SAS/R	https://video.sas.com/detail/video/6001747359001/time-series-forecasting-with-recurrent-neural-networks
Test 3: Project evaluation (10 Marks)					

Expectations from Students

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

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

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

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

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

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

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

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

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

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	1			**20**
Test	2			**20**
Test / Project	3			**10**
End exam	end semester			**40**
	Total			**100**

Course Code: SLIT610

Course Name: Business Analysis

Course Objectives: The course is designed to prepare the students to make a career of "Business Analyst". This course is all about managing the client requirements to execute any project. To execute the project inside organization according to client's requirement, the Business Analyst needs to gather and manage the requirements with the help of certain tools. These tools give better representation of client's functional and non-functional requirements to project team. This course discusses about various Business Analysis Techniques to understand Business Systems and shows efficient ways to manage requirements

Course Learning Outcomes:

At the end of the course, the student is expected to

- Understand the significance of Business Analysis and various Business Analysis Techniques.

- Understand the different knowledge areas and techniques used in Business Analysis
- To realize the challenges in current trends of managing business processes for Information System and Software development.

Recommended Text Book:

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

Suggested reference books:

1. A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) Version 2.0, Kevin Brennan, International Institute of Business Analysis, 2009.
2. Business Analysis – Visualizing Business Processes and Effective Software Solutions, Pradeep Hari Pendse – PHI Learning,
3. UML For The IT Business Analyst, Howard Podeswa, Course technology, Cengage learning
4. Business Analysis Techniques: 72 Essential Tools for success, James Cadle, Debra Paul, Turner, BISL publication, UK.
5. Seven Steps to Mastering Business Analysis, Barbara A. Carkenor, J.ROSS Publishing, USA.
6. Business Analysis, Pradeep Hari Pendse, PHI publications.
7. Business Analysis, Debra Paul, Donald Yeates, James Cadle, BCS Publication, UK.
8. The Basics of Process Mapping, 2nd Edition, Robert Damelio, CRC press.
9. Getting It Right: Business Requirement Analysis, Kathleen B. Hass, Don Wessels and Kevin Brennan, Management concepts
10. The Software Requirements Memory Jogger: A Pocket Guide to Help Software And Business, Teams Develop And Manage Requirements (Memory Jogger) GOAL, QPC, USA

Course Outline

Topic & Case		Session objectives	Expected Learning Outcomes	Chapter Reading	Digital or software tools used	Swayam /nptel video links
Concept: Introduction to the course, Business Analyst - Who, What, Why? Skills of Business Analyst. Careers in BA. Business Analysis Framework.		• To introduce Business Analysis, Framework of Business Analysis	• Understanding the value and contribution of the Business Analyst. • Understanding in brief about Key Areas, and stack holders involved in Business Analysis process.	Chapter 1 Chapater-1of Reference Book 1		
Concept: What is Requirement? Business Requirements Vs System Requirements. Types of Requirements,		• To introduce what is a requirement? Its types & characteristic.	• Understanding about the requirements and its types.	Chapter - 1 of RB 1		

Characteristics of Requirements. How to Represent Requirements. Rules to write Good Requirements *Case*: Rack and Pinion Software Solutions System Development-ICMR						
Concept: Business Analysis Planning – Planning BA, Conduct Stakeholder Analysis, Plan BA Activities, communications, requirements management, BA performance		To introduce BA Approach •Planning, Stakeholder Analysis, BA Activities plan	• Understanding the tasks associated with the planning and monitoring of business analysis activities	Chapter - 2 of RB 1		
Concept: Strategy analysis - External Business Environment, Internal Capability, Organizational Modeling, Business Process Analysis, Managing the change. *Case*: F-Secure Corporation: Software as a Service (SaaS) in the Security Solutions - HBS-809099-PDF-ENG		• To make understand about Strategy analysis, Tools used in Strategy analysis	• Understanding the tools and techniques used for business strategy Analysis	Chapter - 1 of RB 4		
	Test: 1 (covering syllabus from Introduction to Business Strategy Analysis)					
Concept: Planning for the meeting, Review Meeting, Meeting Objective: (Identify opportunity & Challenges, Identify stakeholders & Interest, identify impact on Business services & processes,		• To impart knowledge about creating Meeting Plan, Conducting diff types of Meeting	• Understanding how to plan for meeting, how to conduct review meeting, preparing according to the objective of the meeting	Chapter 2		

Analyze risk, Requirement management set up & Planning, Defining workflow for end-end Business processes, Describes users, identify user tasks). *Case*: The Apple way of conducting Meetings - ICMR						
Concept: Brainstorming, Business Rules Analysis, Data Dictionary and Glossary, Data Flow Diagrams, Data Modeling		• To introduce techniques like Brainstorming, Business Rules Analysis, Data Flow Diagram, Normalization.	• Understanding some of the BA • Techniques and where to use it. Understanding about DFD, Data modeling and some data base concepts	Chapter 4 - 6 Chapter 9 of RB 1 + Exercises		
Concept: Business need, gap analysis, set up business case, develop solution(s), Analysis of proposed solution, identify transition requirements, assess transition gaps, evaluate solution performance		• To make understand Enterprise Analysis, Analysis of proposed solution.	• Understanding about Enterprise Analysis. • Understanding how to evaluate the proposed solution, assessing vendors, implementing and follow up solution.	Chapter 5 & 7 of RB 1		
	Test: 2 (11 to 19 sessions)					
Concept: Requirement–solution scope, requirements traceability, reusable components, requirements articulation and approval, requirements prioritization, verification and validation		• To introduce Requirement Traceability, Requirement prioritization, Requirement Verification & Validation.	• Understanding the solution scope and about the requirements, mapping the requirements with the solution scope	Chapter 4 & 6 of RB 1		

Concept: Decision Analysis, Document Analysis, Estimation, Focus Groups, Functional Decomposition, Interface Analysis, Interviews, Lessons Learned Process, Metrics and Key Performance Indicators, Observation, Organization Modeling, Problem Tracking, Process Modeling, Prototyping, Requirements Workshops, Root Cause Analysis. *Case*: Deaconess-Glover Hospital – HBS – 9-601-022 **Case:** How Venture Capitalists Evaluate Potential Venture Opportunities -HBS – 9-805-019 (Removed)		• To introduce various BA techniques and its significance	• Understanding different BA Techniques and when, where and how to use it	Chapter 4, 5 Chapter 9 of RB 1		
Concept: Scenarios and Use Cases, Scope Modeling, Structured Walkthrough, Survey/Questionnaire, SWOT Analysis, Vendor Assessment. Risk analysis, Case: JP Morgan Private Bank: Risk Management during the Financial Crisis 2008-2009 – HBS – 9-		• To introduce Root cause analysis, Structured Walkthrough, Risk analysis	• Understanding different BA Techniques and when, where and how to use it.	Chapter 5, 6 Chapter 9 of RB 1		

311-003-PDF-ENG (Added)						
Concept: Business Process Reengineering and its relation with Business Analysis Case: Cigna Corporation Inc. – Managing and Institutionalizing Business Reengineering – HBS-9-195-097		• To understand BA role in BPR	• Understanding the relation between BPR and Business Analysis	Discussion		
Concept: Business Analysis issues in ERP implementation Case: Cisco Systems Inc.- HBS– 9-699-022		• To analyze Issues faced by BA in ERP implementation	• Understanding the challenges faced of business analyst in BPI and how to deal with those challenges.	Discussion		
Concept: Software Estimation models – COCOMO II, Function Point Analysis		• To analyze Issues faced by BA in ERP implementation	• Understanding how to estimate the cost for completing a software project using metrics FPA and COCOMO II	Discussion + Exercise Problems		
	Test 3: Group Project Presentation					
Concept: CMMI in the context of Business Analysis Case: CMM versus Agile: Methodology Wars in Software Development - HBS 607084-		• To understand CMMI/Agile development.	• Understanding the difference between CMMI and Agile	Discussion		

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	1			**15**
Test	2			**15**

Test / Project	3			20
End exam	At the end of the semester			40
	Total			100

Course Code: SHOM601

Course Name: Supply Chain Analytics

Course Description:

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

Course Learning Outcomes:

Define supply chain and its management. Define data and data analytics.

Discuss and identify the key goals and performance drivers of the supply chain. Also, define the key supply chain performance metrics.

Data mining of procurement and vendor data. Analyze the data and make appropriate sourcing decisions.

Analyze sales data and make production and inventory decisions.

Develop supply chain network design models. Use excel solver to solve optimization models pertaining to location and other network related decisions.

Discuss waiting line concept and its application in supply chain design.

Discuss various statistical tools used in supply chain planning.

Discuss importance of information in supply chain coordination and collaboration.

Recommended Text Book:

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

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

Course Outline:

Topic	Key Concepts	Swayam links
Introduction (L)	*Overview of Supply Chain Analytics	https://www.youtube.com/watch?v=9I ea3h8&index=5&t=0s&list=PLGit8yny_ ZMsJJjeuxMg-S0f0hGcn
Performance Metrics (N)	* Measure of supply chain performance	https://www.youtube.com/watch?v=Zi HDc8&index=8&list=PLGit8yny_3ANzZ euxMg-S0f0hGcn
	* Key costs and performance metrics	
	* fundamental issues and trade-offs	
Inventory Management (N)	* Deterministic inventory models (single & Multi period)	
	* p model	
	* q model	
	* Price-break model	
	* Inventory systems	
	* Excel examples	
Waiting lines in supply chain (L)	* M/M/1 model	
	* M/M/c model	
Test – 1 covering syllabus from session 1 to session 11. Also CP1.		

Supply chain network design (G)	* Modeling supply chain as network	https://www.youtube.com/watch?v=0 eMaaw&list=PLGit8yny_3ANzZMsJJjeu S0f0hGcn&index=23
	* Facility location models	
Optimization in supply chain (N)	* Linear programming	https://www.youtube.com/watch?v=sl 4e6Q&index=27&list=PLGit8yny_3ANz JjeuxMg-S0f0hGcn
	* Integer programming	
	* Warehousing and transportation models	
	* Assignment problem	
	* Use of solver	
	* Sensitivity analysis	
Sales and Operations	* Aggregate sales planning	
Planning (N)		
	* Material requirement planning	
	* Excel examples	
	Test – 2 covering syllabus from sessions 11 tom21, Also CP2.	
collaboration in supply		
Chains (G)	* IT requirements for effective supply chain coordination	
	* Aligning supply chain for collaboration	
	* Measures of supply chain collaboration	
	* Use of statistical tools	
Demand Forecasting (G)	* Introduction to demand forecasting	

	* Simple Exponential Smoothing Model	
Use of statistical tools in	* Simple linear regression	https://www.youtube.com/watch?v=l93CGBQ&list=PLGit8yny_3ANzZMsJJjeuxS0f0hGcn&index=5
supply chain planning (L)		
	* Multiple linear regression	
	* Data reduction techniques	
	* Advanced statistical tools	
Test – 3 covering syllabus from session 21 to 32. Also CP3.		

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			10
Class Participation	2			10
Class Participation	3			10
Test - 1	1			10
Test - 2	2			10
Test - 3	3			10
End exam	At the end of the semester			40

	Total	100

Course Code: SHOP451

Course Name: Project Management

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

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

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

Course Learning Outcomes:

At the end of the course a student is expected acquire conceptual understanding necessary to manage projects.

Recommended Text Book:

- Project management: The managerial process; 6th Ed, Clifford Gray , Eric Larson, Guatam desai McGraw Hill.

Suggested reference books:

- Project Management for Engineering, Business, and Technology: Principles & Practice, John M. Nicholas & Herman Steyn, 4th Edition, Routledge

Course Outline:

PROJECT MANAGEMENT COURSE (SL OM 607)

Topic	Session objectives	Expected Learning Outcomes	Chapter Reading	Case	Digital or software tools used	Video resource
Introduction to Project Management, Project Life Cycle Concept The Project Management System, Methodologies & Systems Development Cycle	To Introduce project management Concepts	• What is a Project • Need for Project Management • Scope/Schedule/Resources Troika (Requirements/Time/Cost) • Concept of Project Life Cycle	Chap 1, Chap 2; Chap 4; chap 5;	UIDAI's AADHAAR Project : challenges Ahead (IBS Case PROM013)	MS Power point / MS Project	https://youtu.be/RjOA7AxOVj8; https://youtu.be/eau-u5OAcB0
				Teradyne Corporation: The Jaguar Project (HBS Case)		https://youtu.be/_mR80W6fyLk; https://youtu.be/F-2Kfzv2lqM
Systems Life Cycle, Systems Developm	To Understand Project	• The Systems Approach, Relevance of the Systems Approach to Project	PMBOK (will be provid	The Milau Viaduct Project: Creating an	MS Power point	

ent Cycle, Project Conceptio n, Project Definition	manage ment Concepts and feasibilit y analysis and charterin g	Management, Conception and Definition Phases • Project Charter • Request for Proposal • Project Feasibility Study • Needs Definition • User Requirements , Functional Requirements and System Requirements • Project Initiation • Types of Contracts • Proposal Evaluation • Project Master Plan • Concurrent Engineering and Iterative Design-Testing	ed), chap 2	Engineering Marvel (ICMR Case) Grosvenor Park (HBS Case)	/ MS Proje ct	
Project Planning	To understan d Network complexit y	The Project Plan,Scope, SOW (Statement of Work), Work Definition, Project Organisation and Responsibilities, Planning and Scheduling Charts, Procurement Management • WBS (Work Breakdown Structure) • Gantt Charts • Activity Charts	Chap 4;	Delhi Metro Rail Project (ICMR CASE)	MS Powe r point / MS Proje ct	
	Understan ding Network Relationsh ips and critical path forecastin g	Network diagrams • CPM • PERT	Chapt er 6;	Bamboo House India: reducing Uncertainty in project Completion Using PERT (IBS Case OPM0029)		https://youtu.be/mJi6TdLjaq0 https://youtu.be/7qlLH_mB4Bg

TEST 1						
Topic		Expected Learning Outcomes		Case	MS Power point / MS Project	
Project Time-Cost Relationships	Understanding how to reduce project completion time	Project Crashing	Chap 9	Reynolds Construction Company (HBS Case)		https://youtu.be/5Qkf_S8ULiY; https://youtu.be/G1vcWUPiZA8 https://youtu.be/6YbQ2Jh-b3U
Project Scheduling	Understanding Project Scheduling and implications	• Resource Allocation • Workload • Resource Loading • Resource Leveling • Splitting Activities, Multi-tasking, Laddering	Chap 8	Scheduling a Time Constrained Project by Smoothing Resources Demand (ICMR Case)		https://youtu.be/O4ym5T9qFkM
Cost Estimating & Budgeting, Life Cycle Costs	Managing project Cost	Project Cost System, Cost Estimates, Estimation techniques, Concept of Life Cycle Costs, Project Cost Accounting Systems, Cost Analysis against Schedules and Resources	Chap 8			https://youtu.be/UTTzP2F_Oxo; https://youtu.be/ayQT8OjowTo
Managing Risks in Projects, Project Appraisal Methods	Understanding Risk and its identification and mitigation	Risk Identification, Risk Assessment ,Risk Response Planning, Risk Tracking and Response • Risk Likelihood CLF • Risk Impact CIF • Risk Consequence RT, RC,	Chap 7	BAE Automated Systems (A) Denver International Airport Baggage Handling System (HBS Case) GMR's Terminal 3	MS Power point / MS Project	https://youtu.be/Q24k2IfuZNw; https://youtu.be/5k11iYve73k

		Calculating Expected Value BTE, BCE • Uncertainty and Payoff Tables • Risk Priority		for Delhi Airport (ICMR Case)		
Project Quality & Safety Management	Understanding Concept of Quality and creeps	Concept of Quality, Processes for Project Quality Management, Techniques for Project Quality Management	Chapter 7, 13	The Burj Dubai Project Ceiling Panel Collapse in the Big Dig Project(text book)		
TEST 2						
Project Execution , Monitoring & Control	Understanding Monitoring and control and techniques involved	Execution Phase, Planning for Implementation, Internal and External Project Control, Scope Quality Schedule and Cost Control, Cost Accounting Systems for Project Control, Work Packages and Control Accounts	PMBOK and Ref Book Concept Earned Value Analysis Chap 13	Turner Construction Company (HBS Case)	MS Power point / MS Project	
		Performance Analysis Earned Value Analysis (PV, EV, AC, SPI, CPI) Forecasting 'Cost to Complete'(ETC) and 'Cost at Completion' (EAC) Effect of Uncertainty on Forecast EAC and Completion Date				

		Controlling Changes				
Project Organization Structure & Integration	Understanding Organization structure, culture and control	Formal Organization Structure, Requirements of Project Organizations, Integration of subunits in Projects, Liaison Roles, Task Forces and Teams, Project Expeditors and Coordinators. • Traditional vs Project Organizations • Selecting an Organization form for a Project • The Matrix Organization • Project Office and PMO • Integration in Large Scale Projects • Impact on Life Cycle Costs	Chap 3	The Atek PC Project Management Office (HBS Case) Merger Integration of Bank of America – The Trust Web Project (HBS Case)	MS Power point / MS Project	https://youtu.be/eau-u5OAcB0; https://youtu.be/ZU5GNISl2sc
Managing Participation, Teamwork & Conflict	Understanding conflicts	Conflict management and Team cohesion and orchestration	Chap 11, 12	Salt Lake Organizing Committee: 2002 Olympic (HBS Case)		https://youtu.be/7EwsbRwMmH4
		Project Presentations				

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	1			**20**
Test	2			**20**
Project	3			**10**

End exam	At the end of the semester	40
	Total	100

Course Code: SHOP461

Course Name: Supply Chain Management

Course Objectives:

- To understand the nature of supply chains and trace the historical perspective, leading to their development and growth.
- To discuss the goal of supply chain and explain the impact of supply chain decisions on the success of a firm.

Course Learning Outcomes:

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

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

Recommended Text Book:

- Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra, Peter Meindl and Dharam Vir Kalra, 6th Edition, Pearson Education, Delhi

Suggested reference books:

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

Course Outline:

Topic & Case	Session objectives	Expected Learning Outcomes	Chapter Reading	Digital or softwa re tools used	Swayam /nptel video links
Concept: **Introducti on to supply chain manageme nt** **Case:** Rapid Fire Fulfillment at Zara (HBR R0411G) Case : Supply Chain Management of Pepsi Co (ICMR case, code : Oper 102)	• What is supply chain? Objective of supply chain, decision phases in supply chain, Examples of supply chains	• What supply chain is all about • Developmen t of supply chain	1		https://youtu.be/Nrl0CtS 1m8Y
Concept: **Supply chain performan ce: Achieving strategic fit; Supply chain drivers and metrics** *Case*: Benetton's	• Competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, expanding strategic scope, challanges to Achieving and maintaining	• Understanding how to measure the supply chain performance.	2 & 3		

Logistic Management (ICMR)	Emtin emerging retail markets: the Indian scenario. • Financial measures of performance, drivers of supply chain performance, framework for structuring drivers:facilities, Inventory, Transportation, Information, sourcing, pricing				
Topic & Case	**Session objectives**	**Expected Learning Outcomes**	**Chapter Reading**	**Digital or software tools used**	**Swayam /nptel video links**
Concept: **Designing distribution network and application to online sales** *Case*: Wal-Mart SupplyChain Practices (OPER 020)	• To evaluate the advantages of various ways companies organize for advertising and promotion • To examine methods for selecting, compensating, and evaluating advertising agencies	• The functioning of advertising agency • The roles played by the various departments of advertising agency • How advertising agencies face challenges in global market	4		https://youtu.be/aQw8gdDGuU\ https://youtu.be/jpV0rtIZM0Q https://youtu.be/lVI_fYmHgaU
Concept: **Network design in the supply chain** . *Case*:	• The role of network design in the supply chain, Factors influencing network design decisions,	• Understanding the role of Network design in Supply Chain,	5		https://youtu.be/i7QXYMkF-yI https://youtu.be/aQw8gdDGuU\

Domino India Logistics Management (ICMR case :OPER-005)	framework for network design decisions, Models for facility location and Capacity allocation.	• Identify factors influencing network design decision • Develop a framework for making network design decisions • Optimizing location and capacity allocation decision.			
Concept: **Designing global supply chain networks** *Case*: IKEA's Global sourcing Challenge: Indian Rugs and Child labor (HBS Case 9-906-414) Carrefour-Managing the Global Supply Chains ICMR Case (OPER/033)	• The impact of globalization on supply chain networks, the offshoring decision:total cost, risk management in global supply chains, discounted cash flows, evaluating network design decisions using decision trees, to onshore or offshore: Evaluation of Global Supply Chain Design Decisions under Uncertainty, Making global design decisions under uncertainty in practice	• Understanding what is Global logistics and the complexities involved in it and the Risks associated with it	6		
Test: 1					
Concept: **Demand**	• Role of forecasting,		7 & 8		

forecasting and Aggregate planning in a supply chain • Speciality Packaging Corporation • Kloss Planters and Harvesters	characteristics of forecasts, components of a forecast and methods, time-series forecasting methods, forecast error; role of aggregate planning, aggregate planning strategies, aggregate planning, building rough MPS	nund ersta nding dema nd mana geme nt withi n the suppl y chain • Understandi ng aggregate planning strategies within the supply chain		MS Excel	https://youtu.be/k9dhcflyOFc https://youtu.be/aOosn1fZidw
Concept: **Sales and operations planning** *Case*: Supply Chain Management in L&T ICMR Case (OPERA 045)	• Responing to Predictable Variability in the supply chain, managing supply, managing demand, Implementing sales and operations planning in practice, tackling predictable variability in Practice	• Understanding the importance of sales and operations planning in a supply chain and managing supply and demand.	9		
Concept: **Co ordination in a supply chain and Supply chain integration**	• Lack of supply chain coordination and the bullwhip effect, the effect of performance of lack of coordination, obstacle of	• Understandi ng the importance of coordination in supply chain and their partners.	10		

Case: The Bullwhip effect in Supply Chains (HBS Case SMR 029) Quantum corporation: e supply chain Group (HBS Case 9-601-099)	coordination in a supply chain, Managing levers to achieve coordination, continuous planning, forecasting and replenishment (CPFR), achieving coordination in practice; Push ,pull and push-pull system, identifying the appropriate supply chain strategies, implementing a push-pull strategy, impact of lead time demand driven strategies, impact of internet on SCM.	Supply chain alliance as a strategic perspective • Understanding the effect of integration in SC and its strategic perspective			
Topic & Case	**Session objectives**	**Expected Learning Outcomes**	**Chapter Reading**	**Digital or softwa re tools used**	**Swayam /nptel video links**
Concept: **Managing economies of scale in a supply chain: Cycle inventory** *Case*: Delivery Stra MoonChe	Role of cycle inventory in supply chain, estimating cycle inventory-related costs in practice, economies of scale to exploit fixed costs, quantity discounts, short-term discounting: trade promotions, managing	Understanding the concepts related to inventory management, costs associated with inventory, lot sizing, discounting, optimization in cycle inventory	11		

m	multiechelon cycle inventory, cycle inventory optimization in Indian distribution channels				
Managing uncertainty in a supply chain: Safety inventory **Case :** Sport Obermeyer Ltd (HBS case 9-695-022)	The role of inventory in a supply chain, determining the approriate level of safety inventory, impact of supply uncertainty on safety inventory, impact of aggregation on safety inventory, Managing safety inventory in a multiechelon supply chain	• The basics of demand and supply and their relevance in inventory decision making To learn about review policy in inventory management	12		https://youtu.be/iyG8r_SXedU https://youtu.be/Cukrbdvci Go
Test: 2					
Concept: **Determining the optimal level of product availability** *Case*: The Need for Speed at Winner Apparel	• The importance of the level of product availability, Fcators affecting optimla level of product availability, Setting optimal levels of product availability in practice	• Understanding the importance of product availability in supply chain. • Understandin the levers to improve supply chain profitability	13		
Concept: **Sourcing decision**	• The role of sourcing in a supply chain,	• Understanding the importance of outsourcing to	15		

in a supply chain Case: • Exl plc Supply Chain Management at Haus Mart (HBS Case 9-605-080)	In-House or Outsource, Third and fourth party Logistics providers, Using total cost to score and assess suppliers, Supplier selection-Auctions and Negotiations, contracts, risk sharing and supply chain performance, design collaboration, The procurement process, Risk management in Sourcing and Making sourcing decisions in Practice	the advantage of supply chain			
Concept: **Pricing and revenue management in a supply chain** Case: CISCO Implementation of ERP (HBS Case 9-699-022)	The role of pricing and revenue management in a supply chain, pricing and revenue management for multiple customer segments, pricing and revenue management of perishable assets, pricing and revenue management for seasonal demand	• Understanding the use of latest technologies in SC to reduce costs and increase Operational efficiencies in order to increase customer satisfaction	16		
Concept: Sustainability and the supply	The roel of sustainability in a supply chain, Key metrics for	• Understanding the	17		

chain Case: Sustainable Supply Chains: Indian Efforts	Sustainability, closed loop supply chain	• importance of sustainability in supply chain. • Undertsanding the key metrics for sustainability.			
Concept, Case & Application	**Session objectives**	**Expected Learning Outcomes**	**Chapter Reading**		
Concept: **Information Technology in a Supply Chain** Case : Flipkart's move towards automated supply chain management ICMR case code : OPER 127)	• The role of IT in a supply chain, The supply chain IT framework, customer relationship management, internal supply chain management, Supplier relationship management, The transaction Management Foundation, Risk Management in IT, Supply Chain IT in Practice	• Understanding the importance of information • and IT in SCM Know how each SC Driver uses information Understand the major applications of SC information technology and the processes that enable.	Online chapter		
Test-3					

EVALUATION

The students will be evaluated continuously on the basis of the following components across all the sessions.

Sl. No.	Components	Weightage
1	Class Participation - 1	10%
2	Class Participation - 2	10%
3	Class Participation - 3	10%
4	NCP - 1	10%
5	NCP-II	10%
6	NCP-III	10%
7	End-Term Exam	40%

Course Code: SLOM601

Course Name: Service Operations Management

Course Objectives:

- To develop an understanding of the underlying processes involved in the creation and delivery of services.
- To understand the major issues in the service delivery process and the various parameters required to be assessed before and during the service design process.
- Design and execute competitive service strategies.
- To identify qualitative and quantitative metrics towards assessment of various service parameters to improve the service delivery process.
- To understand and quantitatively identify the efficiency frontier in services using Data envelopment Analysis.

Course Learning Outcomes:

Upon completion of this course, students are expected to:

1. Develop and identify the nature of the service and design the underlying strategy.
2. Apply the concepts related to location, layout, logistics, servicescape, and quality parameters towards optimal managerial decision making.
3. Develop, execute and evaluate the success of service operations programs.
4. Identify the usage of yield management to better the utility of service facilities and enhance productivity.

Recommended Text Book:

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

Suggested reference books:

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

Course Outline:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapter Reading
Role of services	Understand stages of	Introductory Lecture	1

in an economy	economic development Nature of service sector Role of service manager		
The nature of services	Understand service classification Identify the service package Understand open view of services	**Article: Liljander, V., & Strandvik, T. (1995). The nature of customer relationships in services.** Advances in services marketing and management, Vol. 4, No. 141, pp. 67-102.	**2**
Service strategy	Classifying the services for strategic insights Understanding the competitive environment of services Identification of competitive service strategies	**Article: Sparks, L. (2013). Reciprocal Retail Internationalisation: the Southland Corporation, Ito-Yokado and 7-Eleven convenience stores.** The Internationalization of Retailing, Routledge, pp. 63-102)	**3**
Services and information technology	Understanding the technological innovation in services Competitive role of information in services		**5**
The service delivery system	Understanding service blueprinting Service process designing Identification of optimal	**Article: Shostack, G. L. (1984). Designing Services That Deliver,** Harvard Business Review, Jan., Vol. 62 No.1, pp. 133-139	**4**

	routes through vehicle routing – CW Algorithm (constrained and unconstrained)		
TEST-1	**Sessions 1 to 10**	***TEST-1 Chapters: 1,2,3,4,5***	
The supporting facility	Understanding design layout, process flowcharting Identification of the parameters of Walk-Through Audit and use as a diagnostic tool		**7**
The service encounter	Understanding the service encounter triad Creation of a customer service orientation Understanding the service profit chain	**Article: Andersson-Cederholm, E., & Gyimóthy, S. (2010). The service triad: modelling dialectic tensions in service encounters.** The Service Industries Journal, Vol. 30, No. 2, pp. 265-280.	**4,9**
Service facility location	Identification of location considerations Determining facility location techniques Understanding competitive clustering and saturation marketing		**10**
Service quality	Defining service quality Detailing the use of SERVQUAL scale Incorporating quality in the	**Article: Berry, L. L., Zeithaml, V. A., & Parasuraman, A. (1985). Quality Counts In Services, Too.** Business horizons, 28(3), 44-52. **Article: Yildirim, K. E.,**	**6,7,8**

	service package Identification of the costs of quality Understanding Deming's 14 point program Assessment through Malcolm Balridge Award	Yildirim, A., & Ozcan, S. (2019). **Integrated Usage of the SERVQUAL and Quality Function Deployment Techniques in the Assessment of Public Service Quality: The Case of Ardahan Municipality**. Business and Economics Research Journal, 10(4), 885-901	
TEST-2	**Sessions 11 to 22**	***TEST-2 Chapters: 6,7,8,9,10***	
Managing queues	Understanding the psychology of waiting Identifying essential features of the queuing system Assessment through M/M/1 and M/G/1 models	**Article: Cope III, R. F., Cope, R. F., & Davis, H. E. (2008). Disneys Virtual Queues: A Strategic Opportunity To Co-Brand Services?** Journal of Business & Economics Research (JBER), Vol. 6, No. 10	**12,16**
Managing Capacity and Demand	Understanding the strategies for managing demand Determining the techniques to partition demand through off-peak methods, complementary service development, reservation system usage Identification of the strategies for managing supply Understanding yield management and its applications	**Article: Lovelock, C. H. (1984). Strategies for Managing Demand in Capacity-Constrained Service Organisations.** The Service Industries Journal, Vol. 4 No. 3, pp. 12-30.	**11**

Productivity and quality management	Identifying the stages in service-firm competitiveness Understanding the application of Data Envelopment Analysis (DEA) Measuring service productivity		**3,8,18 Supplement**
Project report / Class participation			

Evaluation Timelines

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

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

4. Teaching and Evaluation

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

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

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

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

Teaching

Case Approach

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

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

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

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

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

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

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

Course Syllabus

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

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

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

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

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

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

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

Evaluation

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

Table 4.1

Suggested Weightages of Different Evaluation Components

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

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

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

Plagiarism would result in academic action against students leading to:

a. In the first instance, a written warning.

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

Attendance

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

Leaves of Absence:

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

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

Unfair Means

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

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

b. Copying from other students.

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

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

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

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

g. Visiting any place other than restroom during examination.

h. Indiscipline and disruptive conduct.

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

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

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

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

b. Cancellation of registration for subsequent semester.

c. Disqualification and / or cancellation of scholarship.

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

e. Cancellation of any fee waiver.

Section - 5

Grading Policy

Grading Policy

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

a. Letter Grades

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

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

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

b. Notations

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ii. Not meeting the eligibility criterion for admission.

iii. Breach of discipline or unprofessional behavior.

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

v. Non-payment of fee.

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

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

Grade Point Average (GPA)

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

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

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

5.3 Cumulative Grade Point Average (CGPA)

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

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

Minimum Academic Requirements

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

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

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

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

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

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

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

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

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

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

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

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

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

Graduation Requirement

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

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

i. The student has to complete minimum 98 program credit units.
ii. The student has to complete 30 credit courses and SIP
iii. The student has obtained a minimum CGPA of 5.5.
iv. The cumulative number of D and E grades of the student should not exceed 10, out of which, the number of E grades should not exceed 4.
v. The student has obtained A, B or C grade in Summer Internship
vi. The student has completed the program within seven years from the commencement of the program.
vii. The student does not have any Fees due.
viii. The student does not have any disciplinary case pending investigation.

Certification

a. Grade Sheet

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

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

b. Program Completion Certificate

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

c. Transcript

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

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

d. Provisional Certificate

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

e. The MBA Degree Certificate

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

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

Section - 6

Summer Internship Program (SIP)

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

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

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

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

Grading of SIP

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

Section - 7

Repeating Courses

Credit Courses

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

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

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

Make-up Examination

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

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

Summer Term Examinations

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Academic Requirement to Progress to Third Semester or to Graduate

After the Second Semester

The student should have secured a minimum 5.5 CGPA.

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

After the Fourth Semester

The student should have secured a minimum 5.5 CGPA.

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

Course Repetition Fee

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

Section - 8

Fee & Scholarships

Payment of Fee

The Program fee for the two-year MBA program is payable in five installments and corresponding Hostels and Mess fee in four installments as per the given schedule.

The students will be permitted to register for the semester/SIP only on payment of fee.

The student who has outstanding financial obligations will be flagged as a student in Bad Financial Standing (BFS). The following sanctions will apply to the student till the dues are paid:

- The result will be withheld.
- The student will not be permitted to register for the next Semester.

Program Fee Schedule

Due Date	Installments	Semester No	Amount (`)
14-Apr-2018	Admission Fee*		*80,000
01-Jun-2018	I	I	**2,44,000
15-Oct-2018	II	II	2,34,000
28-Jan-2019	III	SIP	2,34,000
03-Jun-2019	IV	III	2,34,000
14-Oct-2019	V	IV	***2,35,000
		Total	12,61,000

* Non-refundable Admission Fee.

**Includes ` 10,000 refundable Caution Deposit.

***Includes ` 1,000 Convocation Fee.

Students are required to pay the Fee installment as per the due date. All payments are to be made in the form of Demand Draft drawn in favor of "IFHE - Fee Collection A/c MBA 2018" payable at Hyderabad

Hostel & Mess Fee Schedule

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

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

Bridge Loan Facility

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

Penalties for Late payment of fees

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

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

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

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

Merit Scholarships

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

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

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

There should not be any fee dues.

The student should record a minimum of 75% attendance.

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

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

Membership in Alumni Association

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

Section - 9

Awards and Medals

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

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

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

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

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

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

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

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

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

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ICFAI FOUNDATION FOR HIGHER EDUCATION ★ HYDERABAD

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