ICFAI Business School (IBS) Hyderabad

Constituent of

The ICFAI Foundation for Higher Education (IFHE)

Program Curriculum Document

The BBA Program



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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 & Vision

MISSION

To Offer high –quality management programs that equip students with the right knowledge, skills and attitudes required to succesed in a dynamic world.

- **Knowledge:** The right knowledge implies relevant, contemporary and cutting-edge knowledge obtained thirough research and practice whch 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

The Mission of IBS, Hyderabad, is to equip the students with the right knowledge skills and attitude required to succeed in the dynamic world. In consonance with the mission, the school seeks to develop and instill in its students overall perspective of business and management, develop analytical and integrative skills, technical and functional skills and Integrity that makes a true manager.

The BBA program provides a broad perspective in all areas of Business and 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.

The handbook provides information to students on the program structure, registration modalities, teaching, evaluation, internships, grading, summer term, minimum academic requirement, graduation Requirements, fees & scholarships and general information. It is intended to be a source of reference on how the program is conducted. Students are advised to read the contents before engaging with other study materials. Any changes will be informed by way of circulars, through Students Information System (SIS) and Notice Boards.

During the program, students will receive course handouts for each of the courses. Students are advised to read course handouts carefully prior to embarking on studies to ensure complete understanding of how the courses are delivered. Students are required to adhere to the guidelines set out in course handouts before attending sessions.

The calendar for the entire program is made available in this book. Students should ensure that they undertake right combination of courses/electives to complete the program within the 3-year time frame. Students need to balance both academic and personal commitments effectively in order to complete the degree requirements in three years.

Students should follow the rules and regulations laid by the campus concerning the use of facilities like library, telephone, internet, photocopying, printers, mobile phones and accommodation.

Communication to Students:

The primary mode of communication of the University with the student is through the Student Information System (SIS). E-mails will also be used to communicate information. Students are expected to check the SIS and e-mail regularly. All information pertaining to registration, detailed course syllabus, fee details, attendance, grades, scholarships etc. will be available on the SIS.

Parents Corner:

Parents can also access their ward's performance and other information through the Parents Corner. Information such as grades, fee payment details, attendance will made available and can be accessed on our www.ifheindia.org website on the page of IBS Hyderabad.

2. Admission Modalities & Registration

Eligibility

Pass in Class XII or equivalent examination with an aggregate of 50% and above marks (any discipline) with English as medium of instruction. The applicant should fulfill the minimum age requirements as prescribed by the respective board through which the applicant has appeared for the qualifying examination. If an applicant is found ineligible even at a later date, after admission into the program, his/her admission will be cancelled. All admissions will be subject to verification of facts from the original certificates/ documents of the applicant. The decision of the Admissions Committee regarding eligibility of any applicant shall be final. The selected applicants will be given the selection letters on the date of Interview and will be given Provisional Admission. The provisional admission is subject to payment of admission fee.

Applicants who have appeared for Class XII (or equivalent) examination and awaiting results are also eligible to apply provided they complete their examinations (including practical examinations) before **July 18, 2020**. The admission of applicants will, however remain provisional until they produce marksheets establishing their eligibility. The last date for submitting the proof of Class XII (or equivalent) marksheet is **September 17, 2020**, failing which the provisional admission will automatically stand cancelled.

Provisional Admission

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

a. Completion of minimum 12 years of education through 10+2 mode.
b. Securing minimum 50% marks in 10+2 (Intermediate) Examination or its equivalent. For computing the percentage secured in Eleventh and Twelfth (Intermediate) class, the method followed by the respective Boards is taken into consideration.
c. English as medium of instruction at 10+2 (Intermediate) or its equivalent.
d. Payment of requisite fee.
e. Students should have completed 10+2 (Intermediate) class examinations by August 01, 2018.

Submission of Proof of Passing

Students, whose Twelfth (Intermediate) class results have not been declared at the time of admission, are given provisional admission to the program. The admission is subject to their submission of proof of Passing and meeting eligibility on or before 15th September, 2018.

Students, who fail to submit proof of 10+2 (Intermediate) class on or before the specified date, will have his/her admission to the program as cancelled. The student's name will be struck-off from the rolls of University and will not be permitted to use the campus facilities.

Students, who fail to meet the eligibility criteria, are not eligible for deferment of admission. They are required to go through the admission procedure again.

Registration

A student whether newly admitted or already on rolls, is required to undergo a registration process on the first day of each semester. Registration is a mandatory formal reporting of a student at the campus for each Semester including SIP on the dates announced. Physical presence of the student on the date of registration is mandatory. In other words, Registration means the following:

- Formal reporting of students at the campus,
- Paying the Program fee as per schedule,
- Submitting Proof of 10+2 (Intermediate) pass certificate (in Semester-I), and
- Registering for prescribed set of courses in the corresponding semester

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

i) Student has outstanding fee dues 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 malpractice in any examination.

Late Registration

Normally late registration for any semester is not permissible. In genuine cases, the Director / Dean Academics is vested with the authority for permitting students to register late. Students have to obtain written permission from the Director / Dean Academics for late registration prior to the original date of registration after paying the semester program fee. Such request is to be submitted as per format given in Annexure II.

Address Change

In case of a change in permanent address or e-mail id, 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 form (see Annexure VIII) at the Students Services Department. All official correspondence will be forwarded to the address indicated in the Registration Card.

Change of Name / Correction

Students, whose name have been wrongly spelt in the official records (like the registration card or official correspondence) or do not match with their Tenth Class certificate, may submit an application for correction of name (see Annexure – IX), along with a documentary proof.

Students, who have changed their name due to any reason, may submit an application for endorsement of change of name in the official records along with a documentary proof.

3. BBA Program Structure & Requirements

The BBA program is designed to develop conceptual, intellectual and analytical skills and provide in-depth knowledge on business and functional management of organizations essential to develop leadership qualities. The three year program gives students a wide exposure and training in fundamental courses, elective courses and integrated general management courses. The courses are intellectually demanding and prepare students to face the challenges of global business environment.

The syllabus is designed to deepen understanding of the various dimensions of General management and create specialists who can integrate across functional areas. It is regularly updated, benchmarking the academic delivery against best academic standards. The program also equips future entrepreneurs with the latest IT tools and techniques. Thus, the program and syllabus make each student analytically rich, theoretically sound and professionally versatile managers.

The Program Duration

The program of three years duration is divided into three academic years. Each academic year comprises of two semesters of 16 weeks duration each. After the first academic year, students undertake 8 week Summer Internship Program (SIP). Again after the second academic year, students undertake 8 week SIP. Semesters are hereinafter referred to as First, Second, Third, Fourth, Fifth and Sixth semesters for easy understanding.

The semester-wise program consists of a prescribed set of courses. Most of the courses offered during the semester have 48 classroom sessions (for a 3 credit course) of 50 mins each. Some courses also have 32 classroom sessions (for a 2 credit course) of 50 min each. The number of hours of work to be put in by the student for a particular course depends upon the number of credits allotted for that 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 16 sessions of classroom instructions per semester. The minimum number of credits for which students will be evaluated during the three-year period is specified in the Program structure.

Structure of the Program

The Program comprises of 42 courses (37 Compulsory Courses and 5 Elective Courses) and 2 Summer Internship Programs. The courses are spread over six semesters. The structure of the program giving details of courses and credit units is given in the following table:

	Semester I	course code	Credits
Year I	Marketing Management I	SHMM411	3
	Principles of Management	SHGM411	3
	Business Economics	SHEC411	3
	Introduction to Information Technology	SHIT411	2
	Business Statistics	SHRM411	3
	Financial Accounting I	SHAC411	3
	Business Communication	SHGM412	3
	Environmental Studies	SHIM401	4

	Semester II	**course code**	**Credits**
	Introduction to Psychology	SHHR421	3
	Financial Accounting II	SHAC421	3
	Introduction to Entrepreneurship and Family Business Management	SHMM421	3
	Macroeconomics	SHEC421	3
	Marketing Management II	SHMM422	3
	Database Management System	SHIT421	2
	Business Report Writing	SHGM421	2
	Disaster Management	SHGM401	4
	Summer Internship Program 1	**FHIP400**	**4**
Year II	Semester III	**course code**	**Credits**
	Organizational Behavior	SHHR431	3
	Financial Management I	SHFI431	3
	Mercantile Law	SHGM432	3
	Quantitative Business Modelling	SHOM455	3
	Business Research Methods	SHRM431	3
	Soft Skills I	SHHR432	2
	Indian Financial System	SHFI463	3
	Semester IV	**course code**	**Credits**
	Financial Management II	SHFI441	3
	Quality & Productivity Management	SHOP441	3
	Management Accounting	SHAC441	3
	Company Law & Taxation	SHGM442	3
	Human Resource Management	SHHR441	3
	Operations Management	SHOP431	3
	Soft Skills II	SHHR442	2
	Summer Internship Program 2	FHIP401	**4**
Year III	**Semester V**	**course code**	**Credits**
	International Business Management	SHIB451	3
	Project Management	SHOP451	3
	Business Strategy	SHGM452	3
	Global Business Project	SHGM464	3
	Recruitment & Compensation*	SHHR452	3
	Business Analytics*	SHIT451	3
	Security Analysis & Portfolio Management*	SHFI451	3
	Retail Management*	SHMM451	3
	Principles & Practices of Banking*	SHBK451	3
	Internet Marketing & E-Commerce*	SHMM452	3
	Business Taxation*	SHFI464	3
	Semester VI	course code	**Credits**
	Leadership & Change Management	SHHR462	3
	Management Control and Information Systems	SHGM462	3
	Governance & Ethics	SHGM463	3
	Training & Development*	SHHR461	3
	Supply Chain Management*	SHOP461	3
	Bank Products & Services*	SHBK461	3

	Advertising & Sales Promotion*	SHMM461	3
	Sales and Distribution Management*	SHMM463	3
	Financial Markets & Services*	SHFI461	3
	Services Marketing*	SHMM462	3
	Derivatives & Risk Management*	SHFI462	3
	Entrepreneurship in Action - Customer Development*	SHEP401	3

** Elective Course*
The syllabus for the courses is subject to change by the University

Soft Skills Courses

The Personal Effectiveness Lab is specially designed to develop students' personality and enhance their communication, presentation and inter-personal skills. Soft Skills course prepares students for interviews and helps them to fit in the corporate environment.

Internship

The Summer Internship Program (SIP) is scheduled after the completion of second semester and also after the completion of fourth semester. It is a time bound and goal oriented program of a duration of 8 weeks each. The SIP carries weightage of 4 credits each.

Elective Courses

In the Fifth and Sixth Semesters, students study elective course in addition to more advanced courses. (Students are required to pursue a minimum of 5 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, Entrepreneurship and Operations, IT & Systems. A number of electives are available under each category. Electives are offered subject to a minimum number of students registered for the course.

Mentorship

The intent behind our Mentorship program is to establish individualized relationship between the student and his mentor(faculty member assigned)who has a genuine interest in the student's education 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 the students information system (SIS) portal which is available for faculty on the intranet.

Semester-wise Course Description

Semester-1

Course Code: SHMM411

Course Name: Marketing Management I

Course Objectives:

- To make students comprehend the core concepts of marketing encompassing the importance of the customers, competitors and the macro-environment of the firm.
- To make students appreciate contemporary issues by considering the changes in market place.
- To make students comprehend the concept of entry strategies in global market place.
- To make student learn about consumer decision making process and their buying behaviour.

Course Outcomes:

At the end of this course the following outcomes should be achieved:

- Students will be able to appreciate how the central theories, practices, processes and frameworks support effective and efficient market and business growth.
- Students will be able to demonstrate an ability to investigate and evaluate a range of marketing issues and problems and construct appropriate solutions.
- Students will be able to demonstrate an ability to use a wide range of marketing resources in addressing marketing issues.
- Students will be able to demonstrate an ability to effectively communicate marketing proposals and solutions both in writing and orally.

Course Study Plan:

S.No	Topics	Teaching Objective	Learning Outcome	Current Cases
1	An Overview of Marketing	· Define the term	Students will learn :	No Case study
		marketing	· Defining marketing comprehending	
		· 4 P's of marketing.	marketing	
		· Describe four marketing	practices	
		management	· How to adapt to the	

			new	
		philosophies	economy, scope of	
		· Discuss the differences	marketing	
		between sales and	· 4Ps of Marketing Mix	
		market orientations	· Production, product,	
		· Describe several	selling, marketing,	
		reasons for studying	customer, and societal	
		marketing	marketing concept	
2	Strategic	· Discuss the importance	The students will learn:	No Case study
	planning for	of strategic planning	· Comprehend the importance	
	competitive	· What is marketing plan?	of marketing plan	
	advantage	· List the various	· SWOT Analysis	
		marketing plan	· Identify sources of	
		Elements.	Competitive advantage.	
		· How to write a	· How to make strategic	
		marketing plan	planning effective	
		· Define and describe		
		Competitive advantage.		
		· Effective strategic		
3	Ethics & Social Responsibility	·Morality and business ethics	The students will learn:	No Case study
		·Ethical Decision	·What is Business ethics	
			·What is CSR and it's components	
			·What is Green	

			marketing	
4	The	· Define the external	The students will learn:	No Case study
	Marketing	environment of	·Comprehend why	
	Environment	marketing and how it	environmental scanning is	
		affects a firm.	important.	
		· Discuss the social and	· Comprehend how marketing	
		demographic factors	policy is affected by	
		that affect marketing.	external factors.	
		· Discuss the political and	· Comprehend how social and	
		legal environment of	demographic factors shape	
		marketing.	marketing programs.	
		· Discuss the economic		
		factor and technological		
		factor that affects		
		marketing.		
		· Discuss how external		
		environmental affects		
		the firm.		
		· Explain the basic of		
		domestic and foreign		
		competition.		
5	Developing a	· Discuss global	The students will learn:	No Case

				study
	Global Vision	marketing and its	· Comprehending of global	
		importance in today's	marketing.	
		scenario.	· The influence of internet	
		· Describe the external	on global market.	
		environment faced by	· Comprehending of entering	
		global marketers.	the global market.	
		· Discuss the various way		
		of entering the global		
		market.		
		· Discus global marketing		
		mix and how internet is		
		affecting the global		
		marketing		
	NCP1	Evaluation of the students	How far the students have understood of the concepts	
6	Consumer	· Explain why marketing	The students will learn:	No Case study
	Decision	managers should	· Comprehending of	
	Making	comprehend consumer	Individual buying Decision	
		behavior & decision-making	process and its	
		process	components.	
		· Describe	· Comprehend how	

		consumer	cultural	
		decision making	and social and	
		process.	psychological factor	
		· Identify the types of	shapes the consumer	
		consumer buying	behavior.	
		decisions and discuss		
		the significance of		
		consumer involvement		
	Mid-Term Examination	Evaluation of the students	How far the students have understood of the concepts	
7	Comprehending the basic	· Describe	The students will learn:	No Case study
	differences	business marketing	· Differences in buying	
	between B2C	· Describe the	decision making in B2C &	
	and B2B	role of the Internet in	B2B Markets	
	marketing	business marketing	· Marketing functions	
		· Discuss the role of	performed in B2B	
		relationship marketing	transactions	
		and strategic alliance in		
		business marketing.		
		· Difference between		
		business and consumer		

		markets.		
		· Aspects of business		
		buying behavior		
8	Segmenting,	· Explain the importance	The students will learn:	No Case study
	Targeting &	of market segmentation	· Identifying market	
	Positioning	& criteria for market	segments, levels & bases	
		segmentation.	of market segmentation,	
		· Describe the bases	· Market targeting;	
		commonly used to	Positioning and	
		segment consumer &	repositioning	
		business markets		
		· Discuss strategies for		
		selecting target market.		
		· Define positioning and		
		its importance.		
9	Decision	· Explain the concept and	The students will learn:	No Case study
	Support	purpose of marketing	· Comprehend the concept	
	Systems and	decision support	and importance of	
	Marketing	system.	marketing decision support	
	Research	· Define marketing	system.	
		research and its	· Overview of marketing	

		importance.	research and how to	
		· Discuss the steps	conduct a marketing	
		involved in marketing	research projects.	
		research project.		
		· Discuss when marketing		
		research should be		
		conducted.		
		· Impact of internet in		
		marketing research.		
10	Customer	· Define customer	The students will learn:	No Case study
	Relationship	relationship	· Comprehending of customer	
	Management	management.	relationship management.	
		· How to identify	· Comprehend of how to	
		customer relationship	identify and retain the	
		with organization.	profitable customers.	
		· Outline the process of		
		capturing customer		
		data.		
		· Describe how to identify the best customers · Explain the process to leverage customer information throughout the organization.		

11	Social Media	· Discuss the importance	The students will learn:	No Case study
	and	of social media in	· Comprehend the importance	
	Marketing	marketing	of social media in	
		communication.	marketing communication.	
		· Discuss about the way	· Will comprehend the impact	
		of social media	of technology in marketing	
		campaigning.	communications.	
		· Consumer behavior on		
		social media		
		· Impact of mobile		
		technology on social		
		Media		
12	Project(4s) Presentations &	Recap of topics, project presentations	The students will learn:	No Case study
	recap of important topics		Presentation skills/Revision of concepts	

Assessment and grading

Assessment Methods:

5%- Class Participation (CP1, Pre-Mid Term), 15%- Non-class Participation (NCP1, Pre-Mid Term),20%- Mid Term Exam, 5%- Class Participation (CP2, Post Mid-Term), 15%- Non-class Participation (NCP3, Post Mid-Term),40%- End Term Exam

Textbooks, Supplementary Materials

Text Book :

- MKTG: A South Asian Perspective by Lamb, Hair, Sharma & McDaniel, Cengage Learning

Reference Books:

- Marketing Management-A south Asian Perspective (14e), Pearson by Kotler, Keller, Koshy and Jha
- Marketing Management by RajatSaxena, McGrraw Hill education (5th Edition)

Course Code: SHGM411

Course Name: Principles of Management

Course Objectives:

- To enable the students to analyze the types of decisions made in business, and be familiar with the steps in the decision-making process
- To enable the students to analyze the human resource management activities involved in attracting, developing, and maintaining an effective work force.
- To enable students with understanding of the purpose of strategic operational planning and apply the tools and techniques used to accomplish both

Course Outcomes:

At the end of this course the following outcomes should be achieved:

- Explain the changing role of management, the basic principles of organizational design, and the different perspectives on change in the workplace
- Elucidate the role of management in modern organizations and the importance of organizational goal setting
- Elaborate the fundamental concepts and principles of management, including the basic roles, skills, ethics and functions of management.

Course Study Plan:

Topics	Sub Topics	Methodology (case, problems, lecture)	Chapter Reading (no.)
Introduction to Management	Functions, roles, types, required skills, common mistakes of managers	Lecture	1

History of Management	Scientific, Bureaucratic and Administrative, HRM, soldering, rate buster, 4 principles of Taylor, Hawthorne study, Henry Fayol	Lecture	2
Organizational Environments and Cultures	Components of General and Specificenvironments, Keys to successful organizational culture	Lecture	3
Ethics & Social Responsibility	Ethical behavior, Workplace deviance, Basic model of ethical decision making, Stakeholder model of CSR	Lecture, Role-play Written Test	4
Planning & Decision Making	How to make a plan that works, Rational decision making Process	Lecture, Class Activity	5
Organizational Strategy	Sustainable competitive advantage,SWOT, BCG matrix, Risk-Diversification curve, Porter's Five forces	Lecture	6
Innovation & Change	Creative work environment,Kurt Lewin's model of organizational change	Lecture	7
Global Management	Forms of global business, consistency	Lecture	

	and adaptation strategy	Discussion of Contemporary News article	8
Designing Adaptive Organizations Guest Lecture / Revision Project Briefing	Functional, product, customer, geographic and matrix forms of Departmentalization, Degree of centralization	Lecture, Question and Answer session	9
Managing Teams	Kinds and benefits of teams, Stages of team development	Lecture, Class Activity	10
Managing Human Resource Systems	Human resource management process and components, Job analysis	Lecture	11
Managing Individuals and a Diverse Work Force	Diversity and its types, Big 5 personality dimensions, diversity training and practices	Lecture	12
Motivation	Motivation, its need and basic model, Theories of Motivation	Lecture	13
Leadership	Leadership, Theories of Leadership, Blake-Mouton leadership grid,	Lecture	14
		Lecture	

Guest Lecture / Revision	Contemporary issues in management		
Managing Communication	Communication, selective perception, the interpersonal communication process	Lecture, Class Activity	15
Control	Control, standards and benchmarking, Balanced scorecard	Lecture	16
Managing Information	Capturing, processing and protecting information	Lecture	17
Managing Service and Manufacturing Operations	Service profit chain, types of inventory, economic order quantity, just-in-time system	Lecture	18
Projects Presentation + Revision	Issues in management	Presentations, Question and Answer sessions	

Textbooks, Supplementary Materials

Prescribed Text Book:

Chuck Williams, ManasRanjanTripathy, (2016), MGMT, Principles of Management, A South Asian Perspective, Cengage Learning, 5E.

Reference Readings:

- Robbins, S.P., DeCenzo, D. A., Bhattacharyya, S., Agarwal, M.N. (2009). Fundamentals of Management: Essential Concepts and Applications, Pearson Education Inc., 6th edition
- Koontz H. and Weihrich H. (2004). Essentials of Management, Mcgraw Hill Int. ed., 6th edition.
- Griffin, W.R. (2008). Management: Principle and Applications, Houghton Miffin Company.
- Bhat, Anil and Kumar, Arya (2016), Principles of Management: Competencies, Processes, Practices, Oxford University Press, 2nd edition.

Course Code: SHEC411

Course Name: Business Economics

Course Objectives:

- To acquire conceptual knowledge of business economics;
- To understand the tools of business economics and their applications;
- To develop the ability to evolve business strategy using economic reasoning;
- To appreciate the new challenges to business management in the internet age
- To appreciate the linkages between economics and the functional areas of business.

Course Outcomes:

At the end of this course the following outcomes should be achieved:

- Evaluate economic behavior, response to incentives, utility, satisfying and maximizing traits in consumers,
- Understand and appreciate the production dynamics–including cost, revenue and profit considerations,
- Learn the optimization functions for both consumer and producer equilibrium,
- Evaluate and compare the various types of market structures and use them when planning price policy in industry and
- Demonstrate the use of microconcepts like elasticity and opportunity cost in strategic planning

Course Study Plan:

S.No.	Chapter Title	Topics to be covered	Remarks
I	Introduction to Business Economics	Definition of Economics – Classification of Economics (micro &macro economics; Economics and Science)	Chapter1 & 2
		Concept of Partial Equilibrium and General Equilibrium Analysis-	
		Fundamental Problems ofan economy-_ Economic theory, and its relationship with decision sciences and functional areas of management-The nature of business decisions	
II	**Deman d Theory**	Law of Demand- Movement Along the demand curve- Shift in the Demand curve,	Chapters 4& 5
		Demand functions- individual-firm's- the market demand- Exceptionsto lawof demand	
		The concept ofelasticity ofdemand- Degreesof Elasticityof Demand— PriceElasticity of Demand, income Elasticityof Demand– Cross-price Elasticityof Demand_ Promotional Elasticityof Demand– Significanceofthe conceptof elasticityof demand in business decision making- Importance oftheoryof demandin relationto Electroniccommerce	
		Law of Supply- Concept of Movement Supply- Shiftin Supply-Supply function	

III	**Theory of Supply**	Individual- Firms– market.-Concept of Elasticityof Supply. Determination of Equilibrium price and output	Chapters 4&5
		Market Intervention- Priceceilingand Price floor.	
IV	**ConsumerBehavior**	Conceptof Utility- Approaches to Measurementof Utility CardinalUtility-Law of diminishing Marginal utility-Lawof EquiMarginal Utility- Concept ofConsumerSurplus-	Chapter 6
		OrdinalUtility - Indifference curves-Featuresof Indifference curves-Budgetline – ConsumerEquilibrium	Chapter 6
V	**Theory of Production**	Meaning of production function-Organizing production – Short run Production function(Law of variable Proportions)-	Chapter 7

		REVISIONSESSION-1	
		Long runproduction function (Returnsto scale).	Chapter 7

		Isoquants-features of Isoquants;Isocostline-Leastcostcombination	
VI	**Cost Theory**	**Different cost concepts(eg., economic and accounting cost, historical cost/sunk cost)**;Nature of costs- Short-run and long-run cost functions	Chapter 7
		Plant size and economies of scale and scope, learning curves; Break even analysis	

		The relationships betweentotal, average, and marginal cost and their relevancein economics;	
VII	**Market Structu**	Market structure and degree of competition; Perfect competition;	Chapter 9
	res	Competitionintheglobal economy	
		Monopoly:Short-run and long-run price and output determination; Comparison with perfect competition	Chapter 10
	Marke t	Monopolistic competition: Meaning and importance; Short- run and long-run price and output determination	
		Oligopoly and market concentration:	
		Oligopoly models: Cournotmodel, Kinked demandcurve, Cartel arrangements, Price	

VII	Structures	leadership	Chapter 11
VIII	**Regula tionand Antitrust:The Roleof Governmentint he Econo my**	Government regulations; externalities and regulation;public utilities andregulation; anti-trust government regulation ofmarketstructures and conduct;regulation of international competition; effect of taxationon business decisions	Chapters 17,18, & 19

Assessment and grading

Pre-midterm assessments	20%(including5%classparticipation(CP)
Mid-term examination	20%
Post-midterm assessments	20%(including5%classparticipation(CP)
End Semester Comprehensive Examinations	40% (2hourexamination)

TextBook:

Micro Econ- Principles of Microeconomics- by William A McEachern and Simrit Kaur, CENGAGE Publishers, 2016

ReferenceBooks:

1. Managerial Economics, 7/e:Salvatore and Srivastava, Oxford University Press

2. Principles of Microeconomics, Gregory Mankiw, Cengage Publisher

3. MANAGERIAL ECONOMICS- by Suma Damodaran- Second Edition- Oxford Higher Education

Course Code: SHIT411

Course Name: Introduction to Information Technology

Course Objectives:

- to provide an understanding of the fundamentals of IT
- to identify the potential applications of the office tools and analyze their impact on managerial and organizational decision-making processes
- to provide a conceptual and practical understanding and applications of word processing, spreadsheet and presentation software
- to provide hands-on experience with the day-to-day business activities
- to explore and examine the applicability of above tools in business applications

Course Learning Outcomes:

At the end of the module students should be able to:

Subject-specific:

- explore the potential applications of office automation tools in business
- identify the areas where these tools are widely used
- apply appropriate methods in divergent business scenarios
- analyze alternative approaches for the management of diverse business scenarios

Cognitive:

- demonstrate critical and analytical thinking, analysis and synthesis of given data
- enhance problem-solving and decision-making capabilities
- demonstrate effective and appropriate use of office automation tools participate as a team-member in assigned group project

Course Study Plan:

Topic & Case	Session objectives	Expected Learning Outcomes	Chapter Reading	Need Fulfill Type	Digital or software tools used	SWAYAM /NPTEL video links
Introduction to Computers	• To provide an understanding of computers and the peripherals.	Students will be able to appreciate the following aspects of Introduction to Computers. • Computer Systems • Types of Computers • Characteristics and limitations • Generations	Chapter 1	Global, National	-	https://nptel.ac.in/courses/106103068/1

		• Organization of Computers • Storage Devices • Operating Systems				
Introduction to Information Systems	• To provide an understanding of the fundamentals of Information Systems.	Students will be able to appreciate the following aspects of Introduction to Information Systems. • Information, its need and characteristics • Information Technology and components • Types of Information systems • Applications of Information Systems	Chapter 2	Global, National	-	https://nptel.ac.in/courses/122105022/
	NCP Test 1					
Introduction to Computer Networks & Internet	• To provide an understanding of Internet and its components.	Students will be able to appreciate the following aspects of Introduction to computer networks and Internet. • History and characteristics of Networks • Types of networks • Various Communication Services • WWW, IP Address, Search engine • Universal Resource Locator etc.	Chapter 3	Global, Nation 6al	-	https://onlinecourses.nptel.ac.in/noc18_cs38/preview
Computer System Security and	• Familiarize them with concepts of	Students will be able to appreciate the following aspects of	Chapter 4	Global, Nation	-	https://onlinecourses.nptel.ac.in/noc

Data Protection	data communication, networking and data security.	Computer System Security and Data Protection. • Information Security, Importance • Computer security and threats • Cryptography • Digital signature		al		19_cs29/preview
Topic & Case	**Session objectives**	**Expected Learning Outcomes**	**Chapter Reading**		**Digital or software tools used**	**SWAYAM /NPTEL video links**
Applications of IT: Spread Sheets	• Toidentify the potential applications of the office tools and analyze their impact on managerial and organizational decision-making processes to provide a conceptual and practical understanding and application of spread sheets(MS Excel).	Students will be able to appreciate and also able to work on • Spreadsheet concepts-calculations on data-data validation • Functions-operations using function wizard-designing charts using the data-working with different types of charts • sorting and filtering the data • creating pivot tables and generating pivot charts • data analysis tools, what-if analysis, scenarios, goal seek • database power of excel-	Chapter 7	Local 6	Microsoft Office 2007	https://nptel.ac.in/courses/103106074/

		changing and sorting the database- getting data from other sources- protecting the workbook • Macros, functions, Financial, Trigonometric, Mathematical, Logical, Statistical, Date, Lookup				
	NCP Test 2					
Applications of IT: Word Processing	• Toidentify the potential applications of the office tools and analyze their impact on managerial and organizational decision-making processes to provide a conceptual and practical understanding and applications of word processing.	Students will be able to appreciate and become familiar to • working with Microsoft word- editing documents- paragraph formatting- adding footnotes, comments- tracking changes • working with tables- adding graphics to a document - drawing graphs and diagrams- embedding objects and hyperlinks • creating and executing macros- working with templates • Mail Merge	Chapter 5	Local 6	Microsoft Office 2007	https://nptel.ac.in/courses/121106007/12
Applications	• To identify	Students will be able	Chapter 4	Local	Microsof	-

of IT: Making Presentations	the potential applications of the office tools and analyze their impact on managerial and organizational decision-making processes to provide a conceptual and practical understanding and applications of Power point presentations.	to appreciate and perform operations of • Creating new presentations- Adding new slides- rehearsing a presentation- adding and manipulating text and word Art-creating Master slides • applying slide transition- applying custom animation- using slide sorter- working with images and inserting clip Art- using Charts • Linking files- sound, video clips and images- moving, grouping and ungrouping of objects-giving on-screen presentation • navigation during the presentation- speaker notes- pausing the presentation- slide miniature- embedding hyperlinks		6	t Office 2007	

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			**05**
Class Participation	2			**05**
Test	1			**15**
Test (Mid semester)	2			**20**
Test	3			**15**
End exam	At the end of the semester			**40**
	Total			**100**

Text Book:

- Introduction to Information Technology - Shelly/cashman/ Veermat, 1st edition, Cengage Learning, 2019.

Suggested books:

- Information Technology - Sushila Madan, 4th edition, Taxmann, 2007.
- Paul McFedries, Tricks of the Microsoft Office 2007 Gurus, Low Price Edition, Pearson Education, 2007.

Course Code: SHRM411

Course Name: Business Statistics

Course Objectives:

- To provide the understanding of various business situations where there is immense application of statistical techniques
- To provide conceptual knowledge of various statistical techniques and tests
- To help develop the skills of recognizing the appropriate statistical methodology in a given situation.

Course Learning Outcomes:

Upon completion of this course, students are expected to:

- Learnt the skills of Data Collection, Summarization, Analysis and Presentation
- Learnt inferential analysis of data and prediction
- Learnt the tools of carrying out the statistical tests and analyze the results

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to Statistics	Students will learn: Why Statistics is required in business. What are the terminologies commonly used in statistics? What are the methods commonly used for data collection in real life? Idea on qualitative and quantitative data	Lecture	1
Numerical Descriptive Measures	Classification of data Use of descriptive statistics for describing the data Study and comparison of frequency distributions Method of identifying the outliers. Introduction to multivariate. Representation of data for non-statistics people.	Lecture 6	2,3,4 & 5
Correlation and Regression Analysis	Understanding the relationship between two variables, dependence-independence relationship, prediction	Lecture	17
Test-1			*TEST-1* **Chapters 1 -**

	Sessions 1 to 14		**5**
Basic Probability	Learning about different types of probabilities. Probabilistic way of thinking in general and in managerial contexts	Lecture	6
Mid-term Examination		**Chapters 1 – 6 & 17**	
Probability Distributio n	To understand random variable as a prelude to studying random behavior and drawing inferences. To understand different types of distribution and their application in business context	Lecture	7 & 8
Sampling and Sampling Distributio n	How to collect samples in a study What is the most apt method of collecting samples for different context? Central limit theorem and its application to estimate the population parameter Concept of sampling and sampling distribution as a prerequisite of hypothesis testing	Lecture 6	9

Test-2	Session 22 to 33		TEST-2 Chapters 7,8 & 9
Confidence Interval Estimations	Identification of Best Linear Unbiased estimator (BLUE) Identification of interval estimation of variables using the Central Limit Theorem. Application of probability distribution for identifying the interval Managerial applications	Lecture	10
Hypothesis Testing	How to formulate the null and alternative hypothesis Identification of a BLUE test statistic for different situations Understanding how to interpret the result of hypothesis testing process	Lecture	11-16

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 I	1			**05**
Test I	2			**15**
Mid Term	3			**20**
Class Participation II	4			**05**

Test II	5			**15**
End exam	6			**40**
	Total			**100**

Recommended Text Book:

Business Statistics- J. Joseph Francis, Cengage Learning, Edition 2015, ISBN-13: 978-81-315-2793-1; ISBN-10: 81-315-2793-X.

Suggested reference books:

- **Business Statistics in Practice** – Bruce L Brown, Richard T O'Connell and Emily S Murphree, Tata McGraw-Hill Edition, 2010.
- **Statistics for Management**- Richard L. Levin & David S. Rubin, Pearson, 2010.

Course Code: SHAC411

Course Name: Financial Accounting I

Course Objectives:

- To enable the student understand, appreciate and acquire the knowledge of accounting concepts;
- To enable the student understand the process of accounting and accounting cycle from the primary records to financial statements
- To prepare the student independent in the process of recording transactions and preparation of financial statements;
- To enable the student understand the changes in accounting treatment when there is a change in the ownership of a business; and to know spreadsheets and accounting packages for accounts.

Course Learning Outcomes:

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

- understand, appreciate and acquire the knowledge of accounting concepts and the fundamental knowledge of accounting;
- understand the process of accounting and accounting cycle;
- understand the process of recording financial transactions and preparation of financial statements;
- appreciate and demonstrate the change in accounting treatment respectively from change in the ownership of a business; and to know spreadsheets and accounting packages for accounts.

Course Study Plan:

Topics	*Key Concepts*	*Learning Outcomes*	*Mode*	*Chapter*

				Reading
Basic Concepts of Accounting	objectives of business; Importance of Financial transactions-Need for Accounting- features, objectives and scope of Accounting; Purpose of financial statements- qualitative characteristics of financial statements- Accounting cycle	Why the business should have accounting, what should be accounted for? Purpose of preparation of financial statements i.e. income statement, balance sheet, qualitative characteristics of financial statements; Accounting Cycle.	Theory	Chapter 1 & 2
Accounting Mechanics	Accounting concepts and assumptions, Accounting equation - double entry system- concept of capital and income- expenditure and losses- debit and credit- types of accounts- rules of double entry book keeping	What are the Accounting Concepts that Govern preparation of Balance Sheet and Income Statement, what is the process of preparation of financial statements	Theory	Chapter 3
Books of Entry	Recording of transactions in a Journal- Ledger Posting- Relationship between Journal and Ledger- balancing of accounts- trial balance	Understand how to write journal entries, how to post transactions into ledger accounts, and how to draw a trial balance	Problems	Chapter 2 & 4
Sub-division of Journal	Subsidiary Journals, Purchases Book, Purchases Returns Book, Sales Book, Sales Returns, Cash book, Petty Cash book, Journal Proper, etc.	An understanding of primary books of accounts, types of books, purpose of preparation of separate books for purchases, returns, sales, cash, petty cash – Columnar cash book, etc.	Problems	Chapter 5 & 7
20	**Pre-Mid Exam**			
Bank Reconciliation Statements	Basic understanding of BRS, issues of differences in the balances of Cash book and pass book and the process of preparation of Reconciliation Statement	Student will be able to appreciate and understand the preparation of BRS	Problems	Chapter 6
	Mid Sem Exam			
Accounting for Depreciation	Concept of Depreciation, meaning, importance in the process of accounting, methods of Depreciation	Student will be able appreciate and understand the concept of wear and tear for capital assets, and methods of depreciation like straight line method, diminishing balance sheet method in practice and other methods in theory	Problems	Chapter 10
Accounting for Inventories	The concepts of inventory accounting, pricing of issues, stores ledger preparation, inventory pricing methods	Student will be in a position to understand the pricing mechanisms like LIFO, FIFO, Weighted Average methods in	Problems	Chapter 11

	FIFO, LiFO, Weighted Average Methods	the process of issue of inventory and their impact on the income statement and balance sheet		
Preparation of Financial Statements for Sole Proprietor	Preparation of Trading and P & L Account and Balance sheet with no adjustments to adjustments for inventory, depreciation, outstanding expenses, prepaid expenses, outstanding incomes, etc.	The student will be in a position to prepare final accounts of a sole proprietor business with and without adjustments and look at the impact of adjustments on the net profit and assets position	Problems	Chapter 17
41		**Post-Mid Exam**		
Partnership Accounts	Impact of admission, retirement, death or insolvency of a partner on the financial statements of a partnership firm	The student will be able to appreciate the importance of valuing good will while admitting the partner, retiring the partner, death of a partner and insolvency of partner	Problems	Chapter 24, 25, 26 & 27

Assessments and Evaluations:

Sl. No.	Component	Weightage
1	Class Participation – I (Pre-mid CP)	5%
2	Pre-mid Test (NCP – I) Conceptual and Numerical (AOL) to be conducted	15%
3	Mid-Term Exam (NCP – II) (1.5 hour Examination)	20%
4	Class Participation – II (Post-mid CP)	5%
5	Post-mid Test (NCP – III) Critical thinking and Numerical (AOL)	15%
7	End Term Exam (3 hour Examination)	40%
8	**Total**	**100%**

Recommended Text Books:

1. A Mukherjee & M Haniff, Modern Accountancy – Vol I, Tata McGraw Hill Education Private Ltd, 2nd Edition
2. S.P. Jain & K.L. Narang, Financial Accounting, Kalyani Publishers, 12th Edition

Suggested books:

1. David Cox, Business Accounts (Accounting & Finance), Osborne Books Ltd, 3rd edition.
2. Jerry J. Weygandt, Donald E. Kieso, Paul D. Kimmel, Accounting Principles, Wiley; 8 edition
3. Jerry J. Weygandt, Donald E. Kieso, Paul D ,Financial Accounting, Wiley, 5th edition
4. Jan Williams, Sue Haka, Mark Bettner, Financial & Managerial Accounting, McGraw-Hill/Irwin, 15th edition.
5. Jane L. Reimers, Financial Accounting: Business Process Approach, Prentice Hall, 3rd edition.
6. Jae Shim, Schaum's Financial Accounting, McGraw-Hill; 2nd edition.

7. S N Maheshwari, Sharad K Maheshwari&Suneel K Maheshwari, Financial Accounting ,Vikas Publications, 5th Edition
8. P.C. Tulsian, Financial Accounting, Pearson Education, 11th Edition.

Course Code: SHGM412

Course Name: Business Communication

Course Objectives:

- To develop an awareness of effective communication including presentations
- To introduce good practices for the effective listening and speaking
- To introduce interpersonal, negotiation and group communication skills
- To develop written communication skills

Learning Outcome of the Course:

- Understand and practice effective communication and Presentation skills
- Demonstrate good listening abilities and speaking
- Develop and practice cooperation and coordination at workplace
- Develop and demonstrate effective writing skills

Course Study Plan:

Topics	Sub Topics	Methodology (case, problems, lecture)	Chapter Reading	Remarks
Fundamentals of Communication	• Communication, communication process model and explain the main purpose for communication in business • Types of communication • How information flow in an organization • Barriers in effective communication and how to	Discussion, Interaction, Case (Goodwill Corporation Ltd) 6	1	CP

	overcome them.			
Listening Skills	Listening & its importance, types of Listening, Barriers to effective listening	Discussion, activities	10	CP
Effective Presentation Skills	Planning, Purpose, Methods, Visual Aids, Non verbal dimensions	Discussion, Videos	11	CP
Non-Verbal Communication	Importance, Characteristics, Components: Kinesics, Oculesics, Haptics, Proxemics, Appearance and Artefacts, Paralanguage, Chronemics, etc.	Interaction, Role Plays & Videos, Case (Charisma Corporation)	2	CP
Students' Presentations	Students' Presentations	Group Presentations by the Students for Non Class Participation Evaluation	NA	NCP
Interpersonal Skills	Positive Relationships, Giving Constructive Feedback, Resolving Conflicts	Discussion, role plays		CP
Negotiation Skills	Approaches to Negotiation, Six Basic Steps of Negotiations	Discussion, role plays, videos 6	19	CP
Interviewing	Process of preparing and conducting interviews, different types of interviews	Discussion	13	CP
Group Communication	Group Communication – types, decision making technique,	Discussion & Activities	14	CP

	Planning and conducting meetings, recording of meetings			
Revision				
Class Test				NCP

Evaluation:

Pre-mid term evaluation 20% (CP – 5% and NCP – 15%)

Mid Term evaluation 20%

Post Mid Term evaluation 20% (CP – 5% and NCP – 15%)

End Term Evaluation 40%

Prescribed Text Book: Business Communication, Second Edition, Meenakshi Raman & Prakash Singh, Oxford University Press

Reference Readings:

BCOM- Lehman, Dufrene& Sinha, Cengage Learning

Business Communication Today – Courtland I Bovee, John V. Thill &Abha Chatterjee – Pearson

Course Code: SHIM401

Course Name: Environmental Studies

Course Objectives:

- To make students understand how the natural and built environments shape and are shaped by multiple socio-cultural and political factors.
- To make students understand the causes of the prevailing environmental problems and ways of addressing them.
- To help students contemplate various environmental issues across and beyond existing disciplinary boundaries and aid them in becoming

  aware of the diverse forms of knowledge and experience that arise from human interactions with the environment around them.

- To make students reflect critically about their roles and identities as citizens, consumers and environmental actors in

  a complex, interconnected world.

Learning Outcome of the Course:

- The course will assist the students in nurturing knowledge, respect, and compassion for their natural surrounding environment.
- Students will be able to live responsibly and appreciate the environmental and cultural histories associated with the respective places.
- Students will be able to understand the importance of proper utilization of natural resources in order to develop sustainably as an

  individual as well as a society as a whole.
- Students will be aware of their role as citizens, consumers and environmental actors in a complex, interconnected world.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to environmental studies	1) Students will have an idea about the different components, importance, and multi-disciplinary nature of environmental studies. 2) Students will be able to understand the importance and need for awareness of environmental problems.	Lectures and videos on environment and its components. 6	1
Ecosystem	1) Students will be able understand the structure, function, and energy flow with the different types ecosystem. 2) They will also study about the independence nature of different ecosystems.	Lectures and group activity of different types of ecosystem	3
Natural Resources	1) Students will have an understanding about various	Lectures and group activity on the role of the natural	2

	types of natural resources and their role in human life. 2) They will acknowledge the misuse and exploitation of natural resources.	resource in human life.	
TEST-1			
Biodiversity & conservation	1) Students will be able to understand the concept of biodiversity, diverse pattern of biodiversity, & conservation of the same. 2) They will also understand the threats to biodiversity through knowledge of endangered and endemic species.	Lectures and group activity on collection and developing chart on different endangered and endemic species.	4
Environmental pollution	) Students will learn about the causes, effects, and control of different types of environmental pollutions. 2) They will understand the concept of solid waste management and its control measures. 3) They will also understand explain environmental concerns related to climate change, Global warming, ozone layer depletion, acid rain, and its impact on human life. 4) Students will appreciate the concern for environmental pollution through cases such as Bhopal Gas and Ganga water pollution.	1) Lectures and case studies discussion on environmental pollution such as Bhopal gas tragedy and Ganga water pollution. 2) Videos on Nuclear hazards and its effect on human life. 6	5 & some part of 6
Test 2: Mid term			
Environmental policies and practices	1) Students will learn about different laws and regulations related to environmental issues and conservation.	Lectures and group activity on linking the environmental laws with different environmental issues.	5

	2) They will study about different forest and nature reserves of India.		
Social issues and the environment	1) Students will learn the measures and problems of sustainable development 2) Students will study about environmental ethics, watershed management, wasteland reclamation, consumerism and waste products	Lectures	6
Human communities and the environment	Students will be able to understand the effect of population on environment and role of IT in environment & health protection	Lectures	7
Test 3: 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			5
Non Class Participation	1			15
Mid Term Exam	2			20
Class Participation 2	3			5
Non Class Participation	3			15
End term exam	At the end of the semester			40
	Total			100

Recommended Text Book:

- Textbook of Environmental Studies (2012), by Deeksha Dave & S.S. Katewa, Cengage Learning. [2nd Edition]

Suggested reference books:

- Environmental Studies from Crisis to Cure (2016), by R. Rajagopalan. Oxford University Press, India. [3rd Edition].

Semester-2

Course Code: SHHR421

Course Name: Introduction to Psychology

Course Objectives:

- To prepare the students with a set of concepts in psychology that is fundamental to understanding other business management courses.
- To enable the students to critically appreciate the thought process and approach, to understanding human nature and behavior for application in management functions such as HRM and Marketing.
- To enable the students to understand the methods of scientific thinking involved in assessment of human behavior.

Learning Outcome of the Course:

By the end of this course students should be able to:

- ❖ Have a clear conceptual understanding of the subject.
- ❖ Understand the relevance of the concepts and relate it to other management courses.
- ❖ Understand human behavior as well as be able to introspect themselves.

Course Study Plan:

Topics	Learning Outcomes	Methodology (case, problems, lecture)	Chapter Reading
Nature, Scope and Methods in Psychology	**The student should be able to:** ❖ Understand	Lecture and Video on "Stanford Prison Experiment"	Chapter 1

	what psychology is. ❖ Understand and review the historical origins and perspectives of psychology. ❖ Critically evaluate methods of psychological investigation. ❖ Understand ethical guidelines in testing and research that play a significant role in psychology		
Sensation, Attention and Perception	❖ Differentiate between sensation and perception ❖ Understand the factors that influence perception. ❖ Critically understand the applications of perception of forms, space, and movement in different areas of management.	Lecture and activity	Chapter 4 and 5 6
Learning	❖ Understand the process of how people learn. ❖ Application	Lecture and caselets	Chapter 7

	of different theories of learning at an individual level and well as an organizational level. ❖ Critically evaluate the use of reinforces and its schedule to bring a change in behavior.		
Memory	❖ Describe the process and types of memory ❖ Understand the reasons for forgetting and decay of memory ❖ Apply mnemonic techniques	Lecture and Activity & Exercise	Chapter 8
Intelligence	❖ Understand various conceptualizations and theories of intelligence ❖ Understand how intelligence is measured ❖ Derive its application in an organization.	Lecture	Chapter 12 6
Emotions and Behavior	❖ Understand what emotion is. ❖ Describe the various components of emotion.	Lecture & Role plays	Chapter 11

	❖ Critically evaluate the importance and use of emotions in various aspects of management.		
Managing Emotions	❖ Understand what is emotional intelligence its components. ❖ Critically evaluate the importance and role of EI in an organization and in their personal life.	Lecture and EI test	Chapter 11
Motivation	❖ Understand what motivation is and its processes. ❖ Critically examine the significance of motivation in daily lives as well as its application in the organization.	Lecture and activity	Chapter 10
Personality	❖ Understand what personality is. ❖ Appreciate different perspectives into why people display certain defense mechanisms. ❖ Identify their own personality type.	Lecture and Personality Tests	Chapter 13 6
Self Perception, Social Perception	❖ Understand what schema is. ❖ Critically evaluate self in the form of self-esteem, self-confidence. ❖ Understand the	Lecture and Case	

	role of schemas &stereotypes and its influence on social perception.		
Social Influence	❖ Understand when and why does the mere presence of others people enhance or impair performance. ❖ Understand various experiments in this area that explore influence of people on behavior. ❖ Understand nature of groups and group think ❖ Critically examine the role of social media influence and ethical issues involved.	Lecture and video On Miligram's experiment	Chapter 17
Social cognition and Relationships	❖ Understand components and dimensions of attitude ❖ Understand the process of impression formation ❖ Understand attitude change and ethical issues involved in the process ❖ Understand the significance of values and beliefs in shaping of an individual's attitudes.	Lecture and activity	Chapter 18 6
Stress	❖ Understand what stress is and its different types. ❖ Critically evaluate	Lecture and videos	Chapter 14

	the causes and consequence of stress. ❖ Understand the various coping strategies to stress.		

Evaluation

	PRE MID Term			POST MID Term			
Course	CP 1	Test 1	Mid Term	CP 2	GROUP PROJECTS	End term	Total
	5	15	20	5	15	40	100

Prescribed Text Book:	"Introduction to Psychology"	Atkinson and Hilgard 16th Edition Cengage learning
Reference Readings:	"Introduction to Psychology"	Morgan, C.T, King, R.A., Weiss, J.R. and Schopler, J., Tata Mc Graw hill 7th Edition, 2001
	Introduction to Psychology, 9th Ed	Kalat, J.W (2010), Wadsworth Publishing.
	Understanding Psychology	Feldman R.S (2004) Tata McGraw Hill, New Delhi, India 6
	Psychology	Baron, R. A (1995) New York: Harper Collins, College Publishers
	Social Psychology, 10th Ed	Baron, R. A and Byrne, Donn (2003), Prentice Hall of India

Course Code: SHAC421

Course Name: Financial Accounting II

Course Objectives:

- To develop skills for accounting of financial transactions pertaining to companies and to prepare financial statements of companies.
- To understand the process of accounting for Amalgamations – Mergers & Absorptions/Acquisitions.
- To understand the valuation of goodwill.
- To demonstrate the application of accounting knowledge in special business activities.

Learning Outcome of the Course:

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

- Demonstrate an understanding of Accounting treatment for the issue and redemption of shares by the company
- Explain the process of preparation of company's financial statements.
- Knowing accounting treatment for Amalgamations – Mergers & Absorptions/Acquisitions.
- Explain the importance of valuation of goodwill.
- Application of accounting knowledge in special business activities.

Course Study Plan:

Topics	*Teaching Objective*	*Chapter Reading*
Accounting for Issue of Shares	Meaning of a company, Private Limited and Public Limited Company, Concept of Share and Share Capital. Types of shares, Equity and Preference shares,Issue of shares at Par and at Premium, Calls in Arrears, Calls in Advance, Pro-rata Allotment, Forfeiture and Re-issue of shares, Accounting for bonus shares, Accounting treatment of rights issue.	Chapter 18
Issue and Redemption of Debentures	Meaning of Debentures, Types of Debenture – Accounting for issue of Debenture, Meaning of Redemption & Redemption Reserve, Entries relating	Chapter 18

	to Redemption	
Preparation of Financial Statements of Companies	Accounting Treatment of Taxation, Dividends, Managerial Remuneration, Profit and Loss Account, Profit and Loss Appropriation Account, Balance sheet, Adjustment Entries, Special items in the financial statements, Disclosures	Chapter 19
Cash Flow Statement	Concept,AS3,Classification of Inflows and Outflows: Operating,Investing, Financing, Direct and Indirect Method, Preparation of cash Flow statement using Indirect Method	Chapter 23
Accounting for Amalgamation	Concept of Amalgamation, Objectives, Procedure, Types of Amalgamation : Merger, Absorption/Acquisition,Accounting treatment of amalgamation, Computation of Purchase Consideration: Net payments Method, Net assets Method, Pooling of Interests Method and Purchase Method, Inter Company Transactions	Chapter 21
Valuation of goodwill	Meaning of Goodwill, Types of Goodwill: Purchased /Internally Generated,Need for Valuation of Goodwill, Methods of Valuation of Goodwill: Average Profits Method, Super Profits method, Capitalization Method, Annuity Method,	Chapter 20
Hire Purchase and Lease	Concept of Hire Purchase System, Features-Accounting treatment in the books of hire purchaser and hire vendor, Concept of Leasing, Types of Lease, Accounting treatment in the books of Lessor and Lessee, Differences between Hire Purchase and Lease	2.81 to 2.141 Maheswari and Maheswari-Financial Accounting

Assessments and Evaluations:

Sl. No.	Component	Weightage
1	Class Participation – I(Pre-mid CP)	5%
2	Pre-mid Test (NCP – I) Conceptual and Numerical (AOL) to be conducted	15%
3	Mid-Term Exam (NCP – II) (1.5 hour Examination)	20%
4	Class Participation – II (Post-mid CP)	5%
5	Post-mid Test (NCP – III) Critical thinking and Numerical (AOL) to be conducted	15%
7	End Term Exam (3 hour Examination)	40%
8	**Total**	**100%**

Recommended Text Book:

3. M.C. Shukla, T.S. Grewal & S.C. Gupta, Advanced Accounts Volume II, S. Chand Publishing, 18th Revised Edition

Suggested books:

9. Dr. M.A. Arulanandam& Dr. K.S. Raman, Advanced Accountancy, Himalaya Publishing House, 6th Revised Edition
10. M. Hanif& A. Mukherjee, Financial Accounting Volume II, McGraw Hill, 3rd Edition
11. Jawaharlal & Seema Srivastava, Financial Accounting: Principles and Practices, S. Chand Publishing, 3rd Revised Edition
12. S.P. Jain & K.L. Narang, Advanced Accountancy: Corporate Accounting Volume II, Kalyani Publishers, 20th Revised Edition

Course Code: SHMM421

Course Name: Introduction to Entrepreneurship and Family Business Management

Course Objectives:

- To enable students appreciate entrepreneurial behavior, mindsets and approaches to problem solving
- To enable students understand the common dilemmas faced by entrepreneurs and new venture creators
- To learn about the challenges faced by founders, especially of family businesses, when attempting to scale-up

Learning Outcome of the Course:

- Have familiarized with the process of ideation
- Be able to appreciate and evaluate the possibility of setting up your own business
- Be able to evaluate self-employment as a career choice with sufficient background preparation
- Have known the different facets of starting a new business
- Be clear about the advantages of running a business using modern management approaches
- Have studied real–life entrepreneursing detail, especially ones who have transformed traditional businesses to modern

Course Study Plan:

Sl. No	Topics	Teaching Objective	Learning Outcomes
1.	**Introduction to Entrepreneurship**	• Meaning of entrepreneurship • Entrepreneurship categories • Myths concerning entrepreneurship • Entrepreneurship's Challenges	• Domain of Entrepreneurship • Entrepreneurship as a process • Theory behind
	The	• [illegible] system?	

2.	**Entrepreneurship ecosystem**	• Players in the ecosystem • Ecosystem and Entrepreneurial Mobility	
3.	**Entrepreneurship Process**	• Entrepreneurship process • The unorthodox Iterative Process • An overview of the Entrepreneurship Process • Assessing the opportunity • Ideation and coming up with the ideas • Arriving at the right I2O Map • Building the business model • Creating the business	Entrepreneurship and entrepreneurial motivation • Characteristics of an Entrepreneur • The ingredients of an entrepreneurial mindset • The influence of Ecosystem on the practice of entrepreneurship • The concept and practice of corporate entrepreneurship
4.	**Introducing the Entrepreneur**	• [illegible] • Myths about Entrepreneurs • Why become an Entrepreneur • Definition of	
5.	**The Entrepreneurial Mindset**	• [illegible] • Importance of a mindset • Key Drivers • Entrepreneurial mindset in employees	
6.	**Intrapreneurship or Corporate entrepreneurship**	• What is corporate entrepreneurship • Intrapreneurship and entrepreneurship • Hurdles in Intrapreneurship • Benefits of Intrapreneurship • What Intrapreneurship is	6
7.	**Idea to Opportunity Mapping**	• Terms • Creativity and innovation • Invention and discovery • Opportunity analysis • Opportunity evaluation • Approach to ideation • Ideation technique • Ideation catalyst • Ideation Inhibitor • CID syndrome • Mapping ideas to opportunity	• Opportunity identification • Ideation techniques • Identifying and selection of the idea to opportunity map

		• I2O map evaluation sieve	• Visualization of business model • Writing of business plan • Pitching the plan • The nitty-gritty of creating a business entity • Various tools and techniques and methods provided from an Indian perspective
8.	**Business modelling**	• Introduction to business model • Function of business model • Types of business model • Designing a business	
9.	**Business planning**	• Myths about business plan • Types of business • Section of business plan • Confidentiality of business plan	
10.	**Business creation**	• Types of entity • Steps in setting up a unit in India • Legal, Regulatory and Statutory body • Compliance • Role of Advisors • Government grants and subsidy • Clearance approvals and NOC	

11.	**Marshalling resources**	• Need of resources • Factors influencing the need of resources • Types of resources	
12.	**Artof pitching**	• What is pitching • Types of pitches • Audience for the pitch	
13.	**Collaboration**	• Why collaborate • Difference between vendors and suppliers • Joint ventures • Types of collaboration • Approaches to effective collaboration	6 • Intellectual property • Knowledge management • Innovation • Networking • Human resource management • Practice of
14.	**Financing the start-up**	• Aspect of funds • Basics of finance • Types of capital • Importance of fund and cash • Sources of fund • Challenges in raising fund • Types and nature of investor	

15.	**Evolution of a start -up**	• Scale- up of business • Key factors aiding evolution • Evolution modelling • Management of small business	sustaining and growing • [illegible]
16.	**Family business and entrepreneurship**	• Pitfalls in family business • Success planning in family business • Challenges and issues in family business • History of family business • Evolution of family business • Characteristics of family business	• [illegible] • Women entrepreneurship • Globalization and virtual enterprises • Sustaining family business
17	**Video Sessions**	• Advantage of family business	• Social entrepreneurship

Evaluation:

- Class participation 1 (5 Marks) – Pre Midterm
- Non class participation 1 (15 Marks) – Pre Midterm (Test and Case) –
- Mid Term -**(Weight age – 20%)**
- Class participation 2 (5 Marks) – Post Midterm
- Non class participation 2 (15 Marks) – Project
- Final Exam –**Weight age – 40%)**

Prescribed Text Book:

Entrepreneurship Theory and Practice Author: Raj Shankar

Reference Readings:

- Exploring Entrepreneurship: Practices and Perspectives–Richard Blundel&Nigel Lockett
- New Venture Creation: Entrepreneurship for the21stCentury –Jeffry A.Timmons&Stephen Spinelli (7thedition– TMH)
- Entrepreneurship Development (Indian Cases)–Kavil Ramachandran

Course Code: SHEC421

Course Name: Macroeconomics

Course Objectives:

- acquire knowledge of economic environment of a nation and the role of government in the economy;
- to develop a basic understanding of macroeconomic stability and its importance to develop an ability to understand macroeconomic policies and their likely impacts;
- to appreciate the challenges to government decision-making in a globalized world to gain an understanding of the linkages between economic policies and business performance.

Learning Outcome of the Course:

Upon successful completion of the course, the student will be able to:

- Understand the theoretical and conceptual knowledge of macro economics.
- Demonstrate a firm knowledge of the interrelationships among consumers, government, business and the rest of the world in Indian macroeconomy. Identify the process of how the nation's output of goods and services is measured through the national income.
- Understand the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.
- Students will be able to think through a macroeconomic issue and generate a set of alternatives.
- Learn fiscal and monetary policy decisions to counter economic problems by using macro-economic instruments; develop the ability to distinguish the functions of these tools in controlling inflation, regulating money supply, and promoting economic growth.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapter
The meaning of Macro economics, Difference between Micro and Macro economics , Macroeconomic Variables (Dependent Variable, Independent variable, Exogeneous variable, Endogeneous variable, Stock variable Flow variable)	After reading this chapter, students should be able to understand ➢ Difference between Micro and Macro economics ➢ Variety of situations where the macro economic ideas can be applied.	Lecture	1 and 5
Economic Models, Equilibrium, Statics and Dynamics, Macroeconomic Stability and Business Environment	After reading this chapter, students should be able to understand ➢ Static and Dynamic Models	Lecture	1 and 5
Objectives of Macro Economic Policy and Instruments,	After reading this chapter, students should be able to ➢ Explain the goals of macroeconomics	Lecture	5
Importance of Macroeconomics	After reading this chapter, students should be able to understand ➢ The importance of macro economics for policy point of view	Lecture	5
Circular Flow of Income	After reading this chapter, students should be able to understand and ➢ Analyze circular flow of income and expenditure ➢ Household Sector, Business Sector, Government, Leakages, Injection	Lecture	7

Concepts of National income	To understand GDP, Personal Income, Personal Disposal Income, Percapita Income, Transfer Payments, Depreciation, Double Counting, Intermediate Products, Final products, NNP, NDP, NNP at factor cost	Lecture	7
Three Methods of Measuring GDP (Product method, Income Method, Expenditure Method)	After reading this chapter, students should be able to understand ➢ Different methods used in measuring GDP in India	Problem solving	7
Real GDP Vs Nominal GDP	After reading this chapter, students should be able to understand and ➢ Calculate real and nominal GDP	Lecture	7
Difficulties and Importance of Measuring National Income and Economic Welfare	After reading this chapter, students should be able to ➢ Assess the limitations of National Income Accounting	Lecture	7
India's National Accounts	After reading this chapter, students should be able to ➢ To familiar with Indian national income accounts	Lecture	7
	Test 1: CP 1		
Classical theory of Output and Employment: Say's Law of Market	After reading this chapter, students should be able to understand ➢ Say's law of Markets ➢ Full employment, ➢ Wage – Price Flexibility	Lecture	5
Classical theory	To understand Laissez faire	Lecture	5

	economy, Invisible hand, Self regulating mechanism, Aggregate demand and aggregate supply		
Keynesian theory of Output and Employment	To understand under-employment Equilibrium, Wage – Price Rigidity	Lecture	5
Keynesian theory of Output and Employment	To understand Demand side Economies	Lecture	5
Keynesian theory of Output and Employment (Stagflation, Supply side economies)	To understand Keynesian theory of Output and Employment, Stagflation, Supply side economies	Lecture	5
Consumption Function (Keynes Psychological Law of Consumption, Marginal Propensity to Consume, Average Propensity to Consume)	After reading this chapter, students should be able to understand ➢ What is aggregate consumption function ➢ Discuss the relationship between APC and MPC ➢ Various factors which influence consumption ➢ The importance of consumption function for an economy	Lecture	9
Consumption Function (Permanent Income Hypothesis, Life Cycle Hypothesis, Relative income Hypothesis)	After reading this chapter, students should be able to understand ➢ Different theories which affect consumption		
Saving Function (Saving Function, Marginal Propensity to save, Average propensity to save)	After reading this chapter, students should be able to understand ➢ The importance of saving for an economy	Lecture	9
Investment Function (Investment demand curve, Autonomous and Induced Investment, Determinants of investment, Types of Investment)	After reading this chapter, students should be able to understand ➢ The determinants of investment ➢ The importance of	Lecture	9

	investment for an economy		
Keynesian Aggregate Demand (Aggregate Demand Curve, When AD curve will shift towards left and right, Income expenditure approach and aggregate demand curve	After reading this chapter, students should be able to understand ➢ Individual demand vs. aggregate demand curve ➢ Describe the aggregate demand curve ➢ The components of aggregate demand and their determinants. ➢ How and why AD shifts occur.	Lecture	10
Aggregate Supply	After reading this chapter, students should be able to understand ➢ Individual supply vs. aggregate supply curve ➢ How and why AS shifts occur.	Lecture	11
The concepts of Multiplier (Investment Multiplier, Crowding out Effect, Leakages from the Multiplier, Injections into the Multiplier)	After reading this chapter, students should be able to understand ➢ Does the multiplier process work in developing countries like India?	Problem solving	10
Mid Term			
Definition and Functions of Money, Measures of Money Supply	After reading this chapter, students should be able to understand • Different functions of money, Medium of Exchange, Measure of Value, Store of value, Standard of Deferred Payments	Lecture	14 and 15
Demand for Money, Quantity Theory of Money, Cambridge version of demand for money	After reading this chapter, students should be able to understand ➢ Discuss the evolution of	Lecture	14 and 15

	money ➢ How is the Indian Money supply defined		
Origin of Banking, Functions of a Central Bank and Commercial Banks	After reading this chapter, students should be able to understand ➢ Role of Reserve Bank of India ➢ What are the functions of Central bank of India	Lecture	14 and 15
Credit creation of Commercial banks	After reading this chapter, students should be able to understand ➢ What are credit instruments and how do banks create money? ➢ Describe the relationship between demand and supply of money ➢ Limits to Credit Creation by Banks	Problem solving	14 and 15
RBI credit control, High-powered money and Money Multiplier	After reading this chapter, students should be able to understand ➢ High powered money ➢ Money multiplier	Lecture & Problem solving	14 and 15
Definition of Inflation, Consequences of Inflation	After reading this chapter, students should be able to understand ➢ Understand Causes and describe Consequences of inflation ➢ List and discuss the different costs and benefits of inflation	Lecture	8
Types of Inflation	After reading this chapter, students should be able to	Lecture	8

	understand ➢ Difference between demand pull and cost push inflation		
Measures of Inflation (Consumer Price Index(CPI), Wholesale Price Index(WPI))	After reading this chapter, students should be able to understand ➢ CPI and WPI ➢ How inflation is calculated in India.	Lecture	8
Theories of Inflation	To understand Demand side theory, Supply side theory	Lecture	8
Anti-Inflation Policies	To understand Why is inflation unpopular?. Macroeconomic policies for controlling inflation.		8 & 17
Objectives of Monetary Policy, Instruments of Monetary Policy, Limitations etc	After reading this chapter, students should be able to understand ➢ What is monetary policy and who implements it in India ➢ What are the tools of monetary policy or instruments of monetary policy in India.	Lecture	15 & 16
Test 2: CP 2			
Monetary Policy in India	After reading this chapter, students should be able to understand ➢ How effective is monetary policy in controlling inflation in developing countries like India. ➢ Role of central bank in promoting economic growth ➢ Role of Monetary Policy during Inflation and Deflation. ➢ How RBI controls inflation.	Lecture	15 & 16
Meaning and Scope of Fiscal	After reading this chapter,	Lecture	12 & 13

Policy, fiscal Instruments and target Variables, Kinds of Fiscal Policy, Fiscal Policy and Macroeconomic Goals, Limitations, etc.	students should be able to understand ➢ What are the sources of government revenue ➢ What is crowding out effect ➢ What is a budget? When does a budget deficit arise? ➢ Does deficit financing promote economic development or not? ➢ Fiscal policy during inflation and deflation		
Crowding Out and Crowding In Controversy, Fiscal Policy in India	After reading this chapter, students should be able to understand ➢ Why crowding out occurs ➢ Fiscal policy adoptability Government of India	Lecture	12 & 13
Feature of Business Cycle, Theories of Business Cycle	To understand the different phases of business cycles, Understand the meaning of business cycles and their characteristics, Causes of Business cycles, How do real shocks to the economy affect business cycles, What measures can be taken to control business cycles	Lecture	5
Unemployment, Measures for Unemployment, Types of unemployment, Impact of Unemployment,:	• To understand different unemployment (Cyclical Unemployment, Frictional Unemployment, Structural Unemployment, Seasonal Unemployment, Natural Rate of Unemployment), Economic impact of unemployment	Lecture	8
Economic Interpretation of Unemployment, and Inflation	After reading this chapter, students should be able to understand ➢ Whether unemployment is	Lecture	8

	good or bad sign for an economy ➢ Can we remove unemployment in an economy completely.		
Phillips Curve, Okun's Law,	After reading this chapter, students should be able to understand ➢ Whether short run Philips curve exists today.	Lecture	17
International Trade (Need for International Trade, International Vs. Domestic trade)	After reading this chapter, students should be able to understand ➢ Why nations go for international trade ➢ How trade flows are affected by fiscal policy ➢ What are the theories of international trade ➢ How trade barriers affect prices, Output and income of a nation	Lecture	18 & 20
Components of BOP Equilibrium and disequilibrium in Bop	After reading this chapter, students should be able to understand ➢ The BoP crisis and its implications ➢ How does balance of trade differ from balance of payments? ➢	Lecture	19
Balance of Trade Vs Balance of Payments	After reading this chapter, students should be able to understand ➢ Why BOP should always be in balance	Lecture	
Basics of Exchange rate (Foreign Exchange Rate, Foreign Exchange Market, Currency Appreciation and depreciation, Currency revaluation and devaluation, Fixed Exchange rate and floating exchange rate, Hard currency vs. soft currency)	To understand ➢ How is the rate of exchange between two currencies determined ➢ How do changes in the rates of exchange between two currencies affect international trade	Lecture	19

Basics of Exchange rate	To understand Advantages and disadvantages of Fixed and Floating exchange rate system, Managed Floating exchange rate system	Lecture	19
Economics of Growth and Development	To understand Productivity and growth, Technological change Education and economic development	Lecture	6
END TERM EXAMS			

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**
Class Participation -I	2			**5**
Mid-Term	3			**20**
Test II	5			**15**
Class Participation -II	4			**5**
End Term	At the end of the semester			**40**
	Total			**100**

Assessments and Evaluations:

- Pre-midterm assessments 20%
- Mid-term examination 20% (1.5 hour examination)
- Post-mid term assessments 20%
- End Semester Comprehensive Examinations 40% (3 hour examination)

Recommended Text Book:

- Macro Econ- Principles of Macroeconomics- by William A McEachern and A. Indira, CENGAGE Learning.

Suggested Reference book:

Principles of Macroeconomics, Gregory Mankiw, Cengage Publisher.

Course Code: SHMM422

Course Name: Marketing Management II

Course Objectives:

- Describe the product offering (including branding, the breadth of product line, features)
- Discuss the meaning of pricing (capturing the value created for the customer) and their impact in business.
- Discuss the various distribution channels (the role of distributors, retailers, and other intermediaries) and their issues.
- Discuss the various types of marketing communications (developing an effective balance of advertising, sales promotion, and personal selling)

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Students will gain in-depth knowledge of product, distribution, promotion and pricing decisions.
- Develop strategies for the efficient distribution of products and services.
- Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix.
- Students will measure the impact of a social media campaign in terms of a specific marketing objective

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters (Textbook, Reference Book)
Product Concepts	• Define the terms product, product item, product line and product mix • Discuss the consumer products classification • Describe the marketing uses of branding, packaging and labeling	Lecture	Text Book, Chapter-10
Developing and Managing Products	• Explain the steps in the new product development process • Discuss the diffusion of innovation • Discuss the concepts of product life cycle	Lecture	Text Book, Chapter-11

Pricing Concepts	• Discuss a variety of pricing objectives • Describe cost oriented pricing strategies • Demonstrate how the product life cycle, competition and promotion strategies can effect price	Lecture	Text Book, Chapter- 19
	Test-1: Conceptual Knowledge		Chapter- 10,11,19
Marketing Channels	• Define the types of channel intermediaries and describe their functions • Describe the channel structures for consumer and business products • Discuss the issues that influence channel strategy • Describe the different channels relationship types	Lecture	Text Book, Chapter- 13
Retailing	• Define retailing and explain the basis of retailers classification • Describe the major types of retail operations • Discuss non-store retailing techniques • Define franchising and describe its basic forms	Lecture	Text Book, Chapter- 15
	Mid-Term: Conceptual knowledge		Chapter- 10,11,19,13,15
Integrated Marketing Communications	• Discuss the concept of integrated marketing communications • Discuss the elements of promotional mix • Describe the communication process • Discuss the AIDA concept and its relationship to the promotional mix	Lecture	Text Book, Chapter- 16
Advertising and Public Relation	• Discuss the major types of advertising • Discuss the creative decisions in developing an advertising campaign • Describe media evaluation and selection techniques	Lecture	Text Book, Chapter- 17
Sales Promotion and Personal Selling	• Discuss the objectives of sales promotion • Discuss the most common forms of consumer and trade sales promotion • Describe personal selling • Discuss the steps in selling process	Lecture	Text Book, Chapter- 18
Social Media and Marketing	• Describe what is social media • Explain how to create a social media campaign • Describe the impact of mobile technology on	Lecture	Text Book, Chapter- 122

	social media		
Services Marketing	• Importance of services and services Marketing • Discuss the difference between services and goods • Describe the components of service quality and the gap model of service quality • Develop marketing mixes for services	Lecture	Text Book, Chapter- 12
Nonprofit organization Marketing	• Define nonprofit organization • Describe nonprofit organization marketing • Discuss nonprofit organization marketing strategies	Lecture	Text Book, Chapter- 12
Project	Test 2- Communication Skill	Presentation	
	End Term Exam –Critical and Ethical knowledge		

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**
Class Participation	2			**5**
Mid Term Exam	3			**20**
Test II	4			**15**
Class Participation	5			**5**
End exam	6			**40**
	Total			**100**

Recommended Text Book:

- MKTG: A South Asian Perspective by Lamb, Hair, Sharma & McDaniel, Cengage Learning.

Suggested reference books:

- Marketing Management-A south Asian Perspective (14e), Pearson by Kotler, Keller, Koshy and Jha
- Marketing Management by RajatSaxena, Mc Grraw Hill education (5th Edition)

Course Code: SHIT421

Course Name: Database Management System

Course Objectives:

- To provide the understanding of various business processes and information systems in an organization
- To understand conceptual knowledge of database design
- To understand the process of designing business solutions using database.
- To identify the skills of extracting information from the database.

Learning Outcome of the Course:

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

- Understand the fundamentals of how data is stored in databases.
- Students will discuss on the importance of databases, core concepts, database design and its refinements, moderate level of expertise in SQL.
- Students should describe to design the database schema for at least a small size real life application.

Course Study Plan:

Topic / Area Covered	Learning Outcomes	Methodology (Problem solving, lecture, Game)	Chapter Reading
Database system Applications Purpose of Database systems View of Data Database Languages	Understand different database languages like DML, DDL and TCL	Lecture	Textbook Chapter 1
Relational databases Database Design	Understand Relational database model	Lecture	
Data storage and Querying Transaction Management	Understand storage and transaction manager components of database architecture	Lecture	

Database Architecture Database Users and Administrators	Understand database architecture and types of database users	Lecture	
Overview-ER model, Constraints	Understand Entity Relationship Model and its symbols	Lecture	Textbook Chapter 7
ER Diagram, ER design issues	Understand entity relationship model with examples and its issues	Lecture	
Relational Database features	Understand relational database model	Lecture	Textbook Chapter 8
First Normal Form	Understand Normalization	Lecture	
Decomposition	Understand Decomposition	Lecture	
Functional Dependencies	Understand functional dependency and its types	Lecture	
More Normal Forms	Understand second and third normal forms under normalization	Lecture	
Pre Midterm Test (TEST 1)			
Creating tables	Describe Practical exercise of creating table using MS-Access	Demonstration/LAB	
Customizing tables	Describe Practical exercise of customizing table using MS-Access	Demonstration/LAB	
Defining relationships among tables	Describe Practical exercises of establishing relationship among tables using MS-Access	Demonstration/LAB	
Using queries to extract data	Describe Practical exercises of extracting data from tables using query in MS-Access	Demonstration/LAB	
Using queries cont...	Identify Practical exercises of extracting data from multiple tables using query in MS-Access	Demonstration/LAB	Using Microsoft Office 2007 Access Essentials
Aggregate functions	Identify Practical exercise of aggregate functions in MS-Access	Demonstration/LAB	
Queries on Joined relations	Understand Practical exercises of query on joined relations in MS-Access	Demonstration/LAB	
Update, Delete, CrossTab	Identify Practical exercises of update, delete and crosstab query in MS-Access	Demonstration/LAB	
Creating and applying filters	Identify Practical exercises of creating and applying filters in MS-Access	Demonstration/LAB	
Creating forms and reports	Identify Practical exercises of creating forms and reports of the	Demonstration/LAB	

	tables in MS-Access		
Creating forms and reports	Identify Practical exercises of creating forms and reports of the tables in MS-Access	Demonstration/LAB	
Creating forms and reports	Identify Practical exercises of creating forms and reports of the tables in MS-Access	Demonstration/LAB	
Switch board manager	Identify Practical exercises of switch board manager in MS-Access	Demonstration/LAB	
Lab Practice	Identify Practical exercises of MS-Access	Demonstration/LAB	
Lab Practice	Identify Practical exercises of MS-Access	Demonstration/LAB	
Post Midterm Test (TEST 2)			
Database security	Understand database security issues and its countermeasures	Lecture	Text Book chapter 21
Object oriented Database Distributed Database	Understand object oriented and distributed databases	Lecture	Text Book Chapter 19 and chapter 22
Data Warehousing	Understand data warehouse and its phases of extraction, transform and load	Lecture	Text Book Chapter 20
Data Mining	Understand data mining and its applications	Lecture	Text Book Chapter 20

Recommended Text Book:

- Silbershatz, Korth, Sudarshan, Database System Concepts, McGraw Hill International Edition, 6th Edition

Suggested reference books:

- RamezElmasri, Shamkant B. Navathe, Fundamentals Of Database Systems, Addison-Wesley, 4th Edition /5th Edition /6th Edition
- Ed Bott, Woody Leonhard, Using Microsoft Office 2007, Pearson , Special Edition

Course Code: SHGM421

Course Name: Business Report Writing

Course Objectives:

This course is designed to provide students opportunity to understand and enable to prepare business documents like reports, letters, proposals and minutes of meeting. This course also provides insight on employment communication like cover letter, resume, group discussions and interviews.

- Understand the documents/ format/ structure prepared for business communication
- Ability to write effective business documents by preparing coherent and clear written communication for business
- Learn the methods and process of written communication in business
- Give audience-centric presentations using audio/ visual aids

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Learn the principles of business writing
- Develop an effective written communication style
- Prepare any business document professionally
- Present topics which engages the audience

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Note-taking	Understand the difference between note-taking and note-making, Summarizing the information	Cornell Method	23
Principles of Business Writing	Learn to make clear precise correct sentences, Understand the need and importance of punctuations in	Activity and students demonstration in writing	

	business communication Create coherent, concise paragraphs , essays		
Letters and memos – claims and responses, positive and negative messages	Learn about FLAT, HABITS Understand the importance of the positive and negative in writing	Activities and Business Situations to write positive and negative letters	4,5,6
Email Etiquette	Guidelines, language and Structure The impact of well written emails Time management in emails Formal vs informal mails	Discussion, Activities	7
TEST-1 (15%) ***Written test on business letter writing and principles of business writing***			
Cover Letter & Resume/CV	Structure of good cover-letter and resume Components of a good resume	Discussion, Exercise	9
Mid Term examination (20 %)			
Business Reports	Types and importance Lay out of reports, Need for documentation, Plagiarism, Writing technical reports, Abstracts and Summaries, Preparing visual aids	Discussion, Activity, exercise	13,14,15, 16,17
Business Proposals	Types, Structure, content and composition of a business proposal	Discussion, Activity, exercise	
Brochure, instruction manual	Types, Structures Layouts and designs	Discussion , Exercise	11, 20

Technology in Communication	Blogs, Podcasts, Vodcasts, Chatbots, LinkedIn, Twitter	Discussion	
TEST-II (15 %) ***Written test on business reports/ brochure***			
Revision			
End term examination (40%)			

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 I	1			**5**
Class Participation II	2			**5**
Test I	4			**15**
Test II	5			**20**
Test III	7			**15**
End Term Evaluation	8			**40**
	Total			**100**

Recommended Text Book:

- **Business Communication**: Professional communication – ArunaKoneru, Tata Mcgraw-hill

Suggested reference books:

1. Business communication - BCOM- Lehman, Dufrene & Sinha, Cengage Learning
2. Business communication - Business Communication Today – Courtland I Bovee, John V. Thill &Abha Chatterjee – Pearson
3. **Business Communication**: Business Communication, Second Edition, Meenakshi Raman & Prakash Singh, Oxford University Press

Course Code: SHGM401

Course Name: Disaster Management

Course Objectives:

- Understand the basics of disaster management Process and its causes.
- Demonstrate and discuss awareness of Disaster Risk Management institutional processes in India.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Lists various types of disasters and its causes.
- What is the relationship between various hazards and associated natural/social phenomena?
- Explain institutional framework and its importance in disaster management.
- Students find out how unplanned development leads to disaster?

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to disaster Management- *Concept of Disaster, Causes and Types of Disasters, hazards, Vulnerability analysis, Risks. Pandemics.*	Understand the basics of disasters	Introductory Session – Class lecture; Video	1
Disaster Management and Planning- *Policy of Disaster management Types of Plans: Management by Objectives; identifying Crisis Situation: A Framework;*	Understand and describe the disaster management process	Class Lecture	2
TEST-1	**Sessions 1 to 12**	***TEST-1*** **Chapters - 1, 2**	
Disaster Mitigation *- Structural Mitigation, Non-Structural Mitigation, , Emerging trends in Disaster Mitigation; Strengthening Capacity for Reducing Risk,*	Discuss and analyze Mitigation policies and it's role in disaster management	Class Lecture	3
TEST-2	**Sessions 1 to**	***TEST-2***	

	19	Chapters – 1,2,3,4,5,6,7,8,9	
Disaster Preparedness- *Introduction to Disaster Preparedness; The three A's of Disaster Preparedness, Principles of Disaster Preparedness, Steps of Disaster Preparedness; Organizational Structure for Disaster Preparedness, Contingency Planning, Importance of Building Team and Community Relations for Environmental and Emergency Managers,*	Understand and discuss the Preparedness and its importance in disaster management	Class Lecture and NDMA videos - https://ndma.gov.in/en/awareness-films.html	4
Disaster Response - *Aims of response; Control Process and Measurement, States, Center and other Stake holders.*	Discuss and describe Response and its importance in disaster management	Class Lecture and NDRF videos - http://www.ndrf.gov.in/videogallery/saving-lives-building-nation-13th-raising-day-video-gallery	5
Disaster Recovery- *DM Act and policy , other related policies , plans, programmes and legislation; Disaster Risk Management in India: Hazard and Vulnerability profile of India components of Disaster Relief:*	Understand Recovery and its importance in disaster management	Class Lecture	6
Ascertaining Roles and Responsibilities *Roles and responsibilities o f community ; Panchayati Raj Institution/Urban Local bodies(PRIs/ULBs)*	Understand and analyze the roles and responsibilities of stakeholders in disaster management	Class Lecture	7
Insights on Challenges in Management of Disaster – *Differential impacts, Impact of Development Projects such as dams; Change in Land use etc. Climate Change Adaptation;*	Understand and identify the Challenges in management of disasters	Class Lecture	8

Test 3 - Project Presentations	*Session 1 to 42*	Presentation to evaluate the learning outcome of course

Recommended Text Book:

- *Disaster Management* - Mrinalini Pandey, 5th Edition 2016, Wiley & Sons.

Suggested reference books:

- Disaster Science and Management - Tushar Bhattacharya, Mc Graw Hill, 2012.
- Disaster Management - Saravana Kumar, 1st Edition, Himalaya Publishing House, 2017.

Semester-3

Course Code: SHHR431

Course Name: Organizational Behavior

Course Objectives:

To enable students to:

- Define Organizational Behavior (OB) and list the contributions to the field of Organizational Behavior and develop awareness of the challenges of OB.
- To develop an understanding of human behavior in the workplace as influenced by personality, attitudes, values, perceptions, and motivations.
- To outline the elements of group behavior including group properties, leadership, power & politics and conflict & negotiation.
- To appreciate the way in which organizational structure and culture can influence behavior.

Learning Outcome of the Course:

On completion of this course, the students will be able to,

- Demonstrate the understanding of the concepts and theories in Organizational Behavior.
- Synthesize related concepts and apply them to organizational problems.
- Analyze problems in OB and evaluate options for the most logical and optimal solution.
- Enhance written and oral communication through presentations and report writing.

Course Study Plan:

Topics	Learning Objectives	Methodology (case, problems, lecture)	Chapter Reading
Introduction to the course			
Foundation for Organizational Behavior	After the chapter the student should be able to: a. Define Organizational Behavior b. Identify the behavioral disciplines contributing to OB c. List the major challenges and opportunities for managers to use OB concept	Lecture	Ch.1
Personality, Attitudes and Values	The student should be able to: a. Describe personality and its determinants b. Identify the big five personality variables and their relationship to behavior in organization c. Describe the impact of Holland's job typology on thepersonality-job performance relationship d. Define and discuss work-related attitudes e. List the dominant values in today's workforce	Lecture / Activity/Snippet	Ch.5 &6
Perception and Decision Making	The student should be able to: a. Understand the meaning of perception and factors influencing it.	Lecture / Snippet	Ch-7 & 12

	b. Outline the decision making process		
Test –I			
Theories of Motivation:	After the chapter, the student should be able to: a. Explain the Maslow's needs hierarchy theory b. Differentiate motivators from hygiene factors c. Contrast reinforcement and goal-setting theory	Lecture / Snippet	Ch-8
Group Theory and Process	After the chapter, the student should be able to: a. Differentiate between formal and informal groups b. Explain why people join groups c. Explain the group development model d. Describe group decision making, groupthink, groupshift.	Lecture / Activity	Ch-10
Understanding work teams	After the chapter, the student should be able to: a. Explain the growing popularity of teams in organizations b. Contrast teams with groups c. Identify four types of teams d. Identify resources and other contextual influences that make teams effective	Lecture / Activity	Ch-11
Revision (Pre-mid syllabus)			
Leadership	The student should be able to: a. Summarize the conclusions of trait theories b. Describe Fiedler's contingency model c. Explain managerial grid	Lecture / Activity/ Videos	Ch-16

	d. Differentiate among different leadership styles		
Power and Politics	The student should be able to: a. Define power b. Describe the five bases of power c. Explain what creates dependency in power relationships d. Explain the factors contributing to political behavior in organizations e. Describe impression management	Lecture	Ch-11
Conflict and Negotiation	The student should be able to: a. Define conflict b. Outline the conflict process c. Contrast functional and dysfunctional conflict d. Outline the negotiation process e. List the issues in negotiation	Lecture / Activity	Ch-13
The Nature of Organizations	The student should be able to: a. Identify the key elements that define an organization's structure b. Describe a simple structure c. Explain the characteristics of a bureaucracy d. Describe matrix organization e. Explain the characteristics of a virtual structure	Lecture	Ch-13
Organizational Culture	The student should be able to: a. Explain organizational culture. b. Outline the process of how the culture of an organization is formed and is maintained. c. Summarize the importance of how organizational culture enables effective functioning	Lecture / Snippet	Ch-2

	of an organization		
Presentations (Test 2)			
Revision (Post-mid-term syllabus)			

Evaluation Timelines and weightings

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 (MCQs)	1			**15**
Class Participation	2			**05**
Midterm exam	3			**20**
Test 2/ Group assignment	4			**15**
Class participation 2	5			**05**
End exam	At the end of the semester			**40**
	Total			**100**

Recommended textbook:

Essentials of Organizational Behavior by Stephen P. Robbins. Pearson Education, Inc., Eighth Edition

Suggested Reference books:

Organizational Behavior by Stephen P. Robbins&A. Timothy A. Judge. Pearson Education, Inc., Eighteenth Edition

"Organizational Behavior" Robert Kreitner and Angelo Kinicki (2008) Tata Mc-Hill Publishing Company Limited. 8th edition.

Behavior in Organizations (2008), Jerald Greenberg, Robert A. Baron, Pearson Education, Inc., Eighth Edition.

Course Code: SHFI431

Course Name: Financial Management I

Course Objectives:

- To introduce the students to the importance of finance, financial management and the financial environment and examine the role of financial manager in the current corporate world.
- To equip the students with an in-depth qualitative and quantitative knowledge about the principles of financial decision-making.
- To provide an overall understanding of a) Indian Financial System b) Time Value of Money c) Valuation of Bonds and Securities d) Risk and return e) Sources of finance and cost of fund raising f) Capital Budgeting and related costs and benefits.
- To examine the role of a financial manager in the current corporate environment.

Learning Outcome of the Course:

Course Study Plan:

Teaching Objectives	Topics Covered	Learning Outcomes After completing this topic, the students will be able to:	Chapter Reading
Financial Management – An Overview			
Introduction to Financial Management	Finance and Related Disciplines, Scope and Objectives of Financial Management, Agency Problem, Organisation of Finance Function, Emerging Role of Finance Managers in India.	• Understand the importance, scope and objectives of financial management. • Recognize/Distinguish three major decision making areas pertaining to finance. • Appreciate the interface of finance department with other functional areas. • Comprehend the roles and responsibilities of FM/CFO.	Ch-1, 1.3-1.25
Indian Financial System and Overview of Financial Markets			

Introduction to Indian Financial System and Financial Markets	Types of Financial Markets - Players, Instruments, Intermediaries, and Regulators; Types of Financial Instruments	• Depict the components of financial system. • Understand the characteristics, functions and types of financial markets and instruments. • Narrate the role of financial intermediaries and regulators.	Study Material
Time Value of Money			
Introduction to Time Value of Money – Concept and Applications	Compounding, Discounting, Types of cash flows – Single and Multiple; Annuity and Perpetual Cash Flows; Regular Cash Flows & Irregular Cash Flows; Identify Annuities, Growing Annuities & Perpetuities; Sinking Fund and Amortization	• Recognize the significance of time value of money. • Enumerate various types of cash flows (single and multiple). • Distinguish the concepts of present value and future value of money. • Apply the concepts of time value of money.	Ch-2, 2.1-2.23
Valuation of Securities			
Bond Valuation	Features of Bond, Coupon Rate, Current yield, Bond Valuation, Yield to Maturity, Yield to Call	• Comprehend different methods of bond valuation, YTM and principles of bond valuation.	Ch-2, 2.1-2.23
Equity Valuation	Equity Valuation – Dividend Discount Model, Zero Growth Model, Constant Growth	• Understand dividend discount model and different methods of equity valuation	Ch-2, 2.23-2.32
Risk And Return			
Introduction to Risk and Return - Concept and Applications	Concept of Risk and Return - Measures of Risk - Capital Asset Pricing Model; Portfolio Risk and Return	• Conceptualize and assess the risk through calculation of mean, variance, standard deviation, co-variance, correlation. • Estimating beta of securities. • Evaluate the risk & returns on individual securities and portfolio.	Ch-2, 2.32-2.42
Long-Term Sources of Finance			

Discussing Various Sources of Long-Term Finance	Issuance of Shares through – (IPOs, Rights Issue, Private Placement, Bought-out Deal); Preference Capital, Debenture Capital, Term Loans, Hire-Purchase and Lease, Venture Capital, Private Equity	• Identify & compare/contrast the features of various sources of long-term finance used by a firm.	Ch-17,17.1-17.36
Capital Structure and Firm Value			
Introduction to Capital Structure Theories	Capital structure Theories - Traditional Approach, NI approach, NOI approach & MM approach, Factors Affecting Capital Structure Decisions	• Appreciate the relationship between capital structure and firm's value. • Understand the determinants of capital structure.	Ch-15,15.1-15.50
Leverages			
Introduction to Leverages	Measuring and Analyzing leverages - Operational, Financial and Total Leverage; EBIT-EPS Relationship	• Understand the concepts of operating, financial and combined/total leverage. • Appreciate the implications of leverages. • Analyze the EBIT-EPS relationship under different financing plans.	Ch-14,14.3-14.59
Cost of Capital			
Calculation of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital	Cost of long term finance – cost of debt, cost of equity, cost of preference shares, cost of retained earnings; Weighted Average cost of Capital (Market Value and Book Value)	• Conceptualize and calculate specific cost(s) of capital / weighted average cost of capital. • Identify cheapest source of capital to arrive at marginal cost of capital.	Ch-7,7.1-7.59
Principles of Capital Budgeting			
Introduction to Capital Budgeting – Concept and Techniques	Cost Benefit Analysis of Investments – Types of Capital Budgeting Decisions – Capital Budgeting Techniques	• Conceptualize the significance and limitations of capital budgeting. • Establish the relative merits and limitations of	Ch-5,5.3-5.90

		various discounted and non-discounted capital budgeting techniques like NPV, IRR, Benefit cost Ratio; and Payback, ARR methods.	

Evaluation Pattern:

S. No.	Component	Weightage (%)
1	Class Participation 1	5
2	Test 1	15
3	Mid-Term Exam	20
4	Class Participation 2	5
5	Test 2	15
7	End Term Exam	40
8	Total	100

RECOMMENDED TEXT BOOK		Basic Financial Management, M Y Khan and P K Jain, 3rd edition, McGraw Hill.		
SUGGESTED BOOKS				
S. No	Name of the Book	Author	Publishers	Edition
01	Financial Management – Theory and Practice	Prasanna Chandra	McGraw Hill	9th
02	CFIN Corporate Finance	Besley, Brigham and Parasuraman	Cengage	1st
Note: It is compulsory to carry a scientific calculator to the classroom. For example, FX 991MS or similar version.				

Course Code: SHGM432

Course Name: Mercantile Law

Course Objectives:

- ✓ To provide an introduction to the Indian legal system and sources of mercantile law.
- ✓ To explain different types of business structure and highlight new business structures in the phase of changing business dynamics.
- ✓ To explain the essentials of a valid contract and discuss discharge of contract and remedies for breach of contract.
- ✓ To provide an understanding of consumer protection law and sale of goods act in the context of business environment.
- ✓ To provide an understanding of Right to Information Act

Learning Outcome of the Course:

The student will be able to understand:

- ➢ Mercantile Law and legal system in India.
- ➢ The Legal rules relating to Contracts in India
- ➢ The Consumer Protection rules in India.
- ➢ Different types of Negotiable instruments and the prominent differences among them.
- ➢ Partnership and its formation.

Course Study Plan:

Topics	Sub Topics	Learning Outcomes	Page no.
An introduction to the Indian Legal system and Business Laws.	What is Law? Objects of Law Sources of Mercantile Law	Student should be able to understand the meaning, definition of law and sources of mercantile law	1-7
Business enterprises	Sole proprietorship, Partnership firm, HUF, LLP, Joint stock company and One Person Company	Student should be able to comprehend advantages and disadvantages of different business enterprises.	325 N.D Kapoor; Vol. 2 page 24, N.D Kapoor
Introduction to Indian Contract Act, 1872	Definitions Essential elements of a Valid Contract Classification of	Student will understand the essentials of a valid contract and different types of contract	11-17

	Contracts		
Offer and Acceptance, Consideration, Capacity to contract	Legal Rules relating to Offer and Acceptance Communication of Offer and Acceptance and Revocation. Definition and Legal Rules relating to Consideration. Contracts with Minors, Unsound Mind and Other Persons	Student will learn legal provisions relating to Offer and Acceptance, Consideration and Capacity of persons to enter into contract	19-63
Free Consent	Coercion, Undue influence, Fraud, Misrepresentation and Mistake	Student will be able to understand what constitutes free consent and remedies available to aggrieved party when the free consent is missing.	64-99
Legality of object and void agreements	Unlawful and Illegal agreements, Agreements, Agreements opposed to public policy	Student will understand the situations where legality of object is missing.	100-125
Contingent and Quasi contracts	Rules regarding contingent contracts and kinds of quasi contracts	Student will understand contingent contracts and meaning and various forms of quasi contracts	132-145
Performance of Contract	Offer to Perform Who can Demand? Place and Time of Performance	Student will understand performance and importance of place and time of performance	146-161
NCP 1			
Discharge of contact and Remedies for breach of	Discharge by: • Performance	Student will be able to understand how many	162-198

contact	• By Agreement • Impossibility • Lapse of Time • Operation of Law Breach of Contract and remedies for breach of contract.	ways a contract can be discharged and remedies available for aggrieved party in case of breach of contract	
Special Contracts: Indemnity and Guarantee	Contract of Indemnity and Guarantee.	Student will understand difference between contracts of indemnity and guarantee and rights and liabilities of parties involved	199-219
Contract of Agency	Definition and rules of agency; Creation of agency; and classification of agents Relations of Principal and Agent	Student will understand the Contract of Agency and the relationship between Agent and Principal.	244-273
Sale of Goods Act Conditions and warranties Performance of Contract Rights of an Unpaid Seller	Sale v. Agreement to sell; subject matter of contract; Express and Implied Conditions and Warranties	Student will understand the Sale of Goods Act and its various provisions	283-311;342-351
Partnership Relations of Partners	Definition of Partnership Partnership Registration Rights and Duties of Partner Types of Partners	Student will understand the formation and rights and duties of Partners	365-403
Negotiable Instruments Notes, Bills, and Cheques Parties to the Negotiable Instruments	Definition and types; Essentials Classifications and differences;	Student will understand types of negotiable instruments and differences among them and the parties to the	425-460

	endorsement and its types Holder and Holder in due Course	negotiable instrument	
NCP 3			
Negotiation Presentment of a NI Dishonour Discharge	Transfer by Negotiation Indorsement Instruments Obtained by Unlawful Means Presentment for Acceptance Presentment for Sight Presentment for Payment Meaning Notice Rules Discharge of the instrument Discharge of Parties	Student will understand how to transfer a negotiable instrument and what are the consequences of Dishonour and other important provisions of NI Act.	461-493
Consumer Protection Act, 1986	Definitions and Consumer grievance redressal mechanism	Student will understand the basic objects of the Act and grievance redressal mechanism available to consumers at various levels and their jurisdiction.	790-817
Right to Information Act,2005	Aims and objects; scope of the Act; Major concepts and important provisions; disposal of request; what is not open to disclosure and grounds for rejection of a request for information	Student will be able to understand the situations to extract the information as per the provisions of the Act	158-177 (Appendix)

EVALUATION PATTERN

Pre Midterm (inclusive of CP % marks)	15 marks paper NCP1 (15%) and 5 marks CP1 (5%)
Midterm	20% 50 marks paper
Post Midterm (inclusive of CP - % marks)	15 marks paper NCP3 (15%) and 5 marks CP2 (5%)
End term	40% 100 marks paper
Total	100%

Prescribed Text Book –*A Text book of Mercantile Law by PPS Gogna, S. Chand Publishing*

Reference Readings – Elements of Mercantile law by N.D. Kapoor; Mercantile law by S.S. Gulshan

Course Code: SHOM455

Course Name: Quantitative Business Modelling

Course Objectives:

Upon completion of this course, students are expected to:

- To develop and show the conceptual understanding of decision models and learn the techniques of translating a business situation into a mathematical model.
- To understand, identify, and recall the optimization goals in constraints situations and obtain results through calculations/meta-calculations using software tools.
- To understand, analyze, and relate the problem–solving aspect of decision making along with descriptive interpretation of output.
- To perform, assess, and interpret sensitivity Analysis with respect to a typical business scenario to better comprehend the business situation.

Learning Outcome of the Course:

- Develop and show an understanding of model development and convert business situations to mathematical models.
- Become aware and contrast various resource constraint situations and obtain results through meta-calculations and/through software's.

- Understand, analyze, and summarize the problem solving aspect of decision making and interpret the output.
- Perform, assess, and explain sensitivity analysis under typical business scenario and better comprehend business situations.

Course Study Plan:

Topic	Learning outcomes	Chapter from text book 2
Introduction to Managerial Decision Modeling	• Understand decision modeling, its types and steps involved in decision modeling.	Chapter 1
Linear Programming Models: Graphical and Computer Methods	• Understand the basic concepts of modeling a business situation to mathematical model (Linear programming problems (LPP)). • Apply mathematical models (Maximization and minimization types using Graphical method) to various business situations.	Chapter 2
Linear Programming Modeling Applications with Computer Analyses in Excel	• Apply and develop mathematical models (Linear programing problems/models) using software (Excel).	Chapter 3
Test-I		
Linear Programming: Sensitivity Analyses	• Perform and assess sensitivity analysis on various business scenarios (Linear programing models).	Chapter 4
Transportation and Assignment Models	• Understand and analyze transportation model and obtain basic feasible solution (NWCM, LCM and VAM). • Understand and analyze assignment models and obtain optimal assignment solution (Hungarian method).	Chapter 5
Mid-Semester Exams		
Decision Analysis	• Understand concept of decision making, steps in decision analysis and various types of decision-making environments. • Assess and analyze uncertain situation using decision tree method.	Chapter 8
Queuing Models	• Understand and analyze queuing theory. • Assess and analyze queuing system and study M/M/1 model and Self-Service Model.	Chapter 9
Test-II		
Simulation Modeling	• Understand simulation (Monte Carlo simulation) and its application in various business scenario (Profit, inventory problem, queuing problem, revenue management	Chapter 10

	problem, etc.)	
Forecasting Models	• Understand and demonstrate forecasting, forecasting models and its applications in various business scenarios.	Chapter 11
Inventory Control Models	• Understand inventory, inventory control, models of inventory control and their application in business scenarios.	Chapter 12

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	1			**5**
Test I	2			**15**
Test II (mid-term)	3			**20**
Class Participation 2	4			**5**
Test III	5			**15**
End exam	6			**40**
	Total			**100**

Recommended Text Books:

Recommended Text Book: Managerial Decision Modeling with Spreadsheet by Nagaraj Balakrishnan, Barry Render & Ralph M Stair Jr, Pearson – Dorling Kindersley (India)

Suggested reference Book:

1. Opearations Research by Hamdy. A Taha, Pearson Publication, 8th edition.
2. Opearations Research – Applications and Algorithms: Wayne L. Winston, Cengage publication, fourth and above edition. (Text Book)

Course Code: SHRM431

Course Name: Business Research Methods

Course Objectives:

- To describe the scientific method of undertaking research within the scope of business management and its allied areas.
- To understand of the basic framework of business research process.
- To describe and impart knowledge about writing research report and research proposal.

- To demonstrate Statistical packages like MS – EXCEL (Data Analysis).

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Apply conceptual understanding necessary to carry research investigation.
- Develop data collection instrument according to the underlying theoretical framework.
- Develop Research reports and research proposals.
- Apply appropriate analysis tools from MS-Excel -Analysis Tool pack

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Marketing Research: From Data to Information to Action	Understand the basics of research and Research Process	Introductory lecture, McDonald's entry into Indian Market	1
The Research Question: Formulation of the Problem	Understand Business Research Question Formulation & process ; Preparing Research Request Agreement	Coca-Cola Company's experience with New Coke in the 1980	2
Exploratory, Descriptive and Causal Research Designs	Understand types of research designs along with its subtypes	Class Lecture	3
Collecting Secondary Data from Inside and Outside the Organization	Understand Data collection and importance of Secondary data and it's collection	Class Lecture	4
Collecting Primary Data by Observation	Understand the importance of primary data in research.	Class Lecture	5
TEST-1	**Sessions 1 to 12**	***TEST-1*** **Chapters - 1, 2, 3, 4, 5**	
Collecting Primary Data by Communication	Understand Primary data collection and its methods	Class Lecture	6

Measurement of Scaling	Understand and gain knowledge on measurement & scaling techniques	Class Lecture	7
Designing the Questionnaire	Understanding the importance of data collection instrument and it's designing process	Class Lecture	8
Developing Sampling Plan	Understanding sampling techniques and its usefulness.	Class Lecture	9
TEST-2	**Sessions 1 to 23**	***TEST-2*** **Chapters – 1,2,3,4,5,6,7,8,9**	
Descriptive Statistics using EXCEL	Understanding data analysis using	Class Exercises	Chapter 2-3 (ASW)
Introduction to Data Analysis Tool pack - EXCEL	Analyze using Excel ToolPack	Excel ToolPack Tutorial	EXCEL Tutorial
Hypothesis Testing (Two Population)	Understand quantitative data analysis – Hypothesis testing and interpretation using Excel ToolPack	Class Exercises using Excel ToolPack Additional Material - https://www.youtube.com/watch?v=TDao_I8tIUo	Chapter 10, 11 (ASW)
Analysis of Variance	Understand Analysis of Variance and its interpretation using Excel ToolPack	Class Exercises using Excel ToolPack Additional Material - https://www.youtube.com/watch?v=75V2vBp4Q4s	Chapter 13 (ASW)
Correlation and Simple Linear Regression Analysis	Understand Correlation and Simple regression and interpretation using Excel ToolPack	Class Exercises using Excel ToolPack Additional Material - https://www.youtube.com/watch?v=wWT6IUn88GY	Chapter 14 (ASW)

Multiple Regression Analysis Using EXCEL	Understand multiple regression and interpretation using Excel ToolPack	Class Exercises using Excel ToolPack https://www.youtube.com/watch?v=2FxMDJJKfeA	Chapter 15 and 16 (ASW)
TEST-3	**Sessions 25 to 43**	***TEST-3*** **Chapters – 2 & 3 (ASW)10, 13, 14, 15 & 16**	
Moving Average, Time series and Exponential Smoothing	Understand Moving Averages	Class Exercises using Excel ToolPack	Chapter 17 (ASW)
Report Writing	Understand and gain knowledge about writing Research Report	Class Lecture	Chapter 14 (BSA) Chapter 20 (CSS)

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			**15**
Test II	3			**20**
Test III	4			**15**
End exam	At the end of the semester			**40**
	Total			**100**

Recommended Text Book:

- *MARKETING RESEARCH – A SOUTH ASIAN PERSPECTIVE*by Brown, Sutter ,Adhikari, Cengage Learning, India. **(Referred as BSA)**

Suggested reference books:

- Statistics for Business and Economics; Anderson, Sweeney, Williams, Cengage Learning. **(Referred as ASW)**
- Business Research Methods; Donald R Cooper, Pamela S Schindler, J K Sharma, MCGraw Hill Education **(Referred as CSS)**
- Business Research Methods;Naval Bajpai, Pearson Education, India.

Course Code: SHHR432

Course Name: Soft Skills I

Course Objectives:

This course provides students opportunity to know themselves better through self-assessment and to develop their inter personal skills in an experiential manner in the following areas

- Self awareness for enhanced self esteem and self confidence
- Ability to speak in public confidently
- Assertiveness and Positive Attitude
- Working in Teams, Team building and Leadership Skills
- Creative thinking and problem solving
- Social Etiquette

Learning Outcome of the Course:

At the end of the Course and on completion of all exercises, the student will be able to:

- Analyse self for better self awareness and self esteem
- Develop him/her self as an effective team member and leader
- Excel in Presentation skills
- Apply/use social skills for corporate life
- Demonstrate creative problem solving skills

Course Study Plan:

Topic	Learning Outcomes	Case/Reading article/ Lecture/Activity	Chapters
Introduction to soft skills	Better understanding of soft skills importance	Interaction and video clips	2/A, B, D
Self Awareness	Help students to know self and work on weaknesses	Discussion, SWOT Analysis	4/E
Listening Skills	Enhance listening skills	Audio/Video Clips and Exercise	2/D
Communication Skills- Verbal and non-verbal	Enhance - Verbal and non-verbal communication Skills	Activities and Games	2/A
Body Language	Learn how to use body language more effectively in communication	Discussion, Videos, Role-Plays/ Demonstration	2/A
Behavioural Styles (Assertive)	Help students be aware of assertiveness through role plays	Input session, Role – Plays	2/B
Effective Presentation skills	Improve the presentation skills through feedback	Presentations assessed by faculty.	2/E
Team Building	Develop him/her self as an effective team member and leader	Team Games	4/A, B, C
Learning to be a Leader	Develop him/her self as an effective leader	Discussion, Activity	4/D
Creativity	Demonstrate creative problem solving skills	Discussion, Activity	

Social skills & etiquette, Corporate etiquette, Telephone etiquette.	Inculcate the etiquettes through practical dining session & role plays	Videos (Role Play)	2/C & 5/A, C

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 (I & II)	1			10
Test I - Self awareness	2			10
Test II – Assertiveness	3			10
Test III - Presentation Skills	4			10
Test IV - Team building	5			10
Test V – Creativity	6			10
End term exam	At the end of the semester			40
	Total			**100**

Recommended Text Book:

Soft Skills for Everyone by Masters Wallace - Cengage Learning, 10th edition

Suggested reference books:

- Body Language by Allen Pease
- Body Language at work by Peter Clayton
- Body Language by Hedwig Lewis
- Creativity at Work Place (edited book) by Sumati Reddy
- Business Etiquette by Sally Chew

Course Code: SHFI463

Course Name: Indian Financial System

Course Objectives:

This course intends to provide comprehensive overview of Indian financial system and the role of various intermediaries, financial markets and instruments, players and regulatory bodies.

Learning Outcome of the Course:

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

- Recognize the functions of financial system and its various constituents.
- Comprehend the role of various financial intermediaries in the Indian financial system
- Distinguish between features of capital and money market and classify instruments belonging to capital, money and insurance.
- Identify various types of products and services offered by banks
- Conceptualize the significance of different financial services offered in India
- Comprehend the Significance and role the market regulators in the Indian Financial system.

Course Study Plan:

Topic / Area Covered	Key Concepts	Chapter Reading
Introduction to Financial System	To explain students: Financial System- Definition ,the Components - functions of a financial system, Relationship between financial system and Economic growth; and Indian financial system	Chapter 1

Role of Financial Institutions in Financial Intermediation	Banking Institutions - Commercial Banks :Public Sector and Private Sector Banks, Foreign Banks , Regional Rural Banks and Cooperative Banks. Non-Banking Institutions (for funding - Asset Finance , Investment, Loan, Infra structure, and Role of other NBFCs). Development Financial Institutions (IFCI, IIBI, SIDBI,EXIM Bank, NABARD & HFB)	Chapters 12 & 13
Characteristics of Financial Markets	**Financial markets** – Classification (Organized & Unorganized market); Nature Functions and Classification of Money market and Capital Markets - Role and Functions of Primary and Secondary Markets; Characteristics and functions of Various types of Markets : Debt markets, Securities markets, Credit markets Foreign exchange markets, Derivatives markets, Commodity Derivatives Market, Mutual funds Market Pension Funds Market and Insurance Markets..	Chapters 4,5,15&16
Types of Financial Instruments & Products	**Money Market Instruments:** Salient and distinguishing features of money market instruments and Capital Market Instruments. ***Capital Market Instruments :*** Characteristic features of Equity shares, Preference shares and Debentures. ***Money Market Instruments :*** Characteristic features of Call money markets, Certificate of Deposit, Repos, Treasury bills, GoI securities, Commercial Paper and Commercial Bills. ***Insurance Products*** - Life, Health General Insurance and Mutual fund products.	Chapter 15,16
Banking products and Services	***Introduction to Banking products and services*** - *Liability products :* Deposit, *Asset products:* Loans and advances, Cash credit / Overdrafts, Bill discounting / purchasing, *Service products* : Plastic Cards, other services)	
Market Players & other Financial Intermediaries	Different forms of Business organizations (Individuals, Proprietorship, Partnerships, Companies, Etc.,) Role of other Financial Intermediaries like - Stock Exchanges, Investment Bankers, Depositories, Primary Dealers and Forex Dealers	Chapters 17 & 18

Financial Services	Introduction to alternate sources of Financing- Leasing, Hire Purchase, Factoring, Forfaiting, Securitization, Other Financial Services, Merchant Banking Insurance and Credit Rating .	Chapters 17,18,19, 20& 22
Role of Market Regulators in India	Role and functions of RBI – Open Market Operations -LAF Role and functions of SEBI - Investor Protection Other Regulators -IRDA, NABARD, PFRDA Self Regulatory Organizations -IBA, AMFI, AMBI, ACAI andRAIN	Chapters 15, 16 & 24
Latest developments		

Evaluation:

SI No	Component	Weightage
1	Class Participation 1	5%
2	Test 1	15%
3	Mid-Term Exam	20%
4	Class Participation 2	5%
5	Test 2	15%
7	End Term Exam	40%
8	Total	100%

Recommended Text Book: Indian Financial System by Bharti V. Pathak, 5th edition..Pearson publication

Suggested books:

1 Indian Financial System by M Y Khan 10th edition Mc Graw Hill

2 Indian Financial System by H R Machiraju4th edition Vikas Publishing

Semester-4

Course Code: SHFI441

Course Name: Financial Management - II

Course Objectives:

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

- Apply various tools and techniques in the financial decision-making activities.
- Interpret the concepts related to capital structure, dividend policy, inventories, receivables 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 Outcome of the Course:

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

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Course Overview and briefing			
Capital Structure Policy	• Identify the factors affecting the capital structure decision • Appreciate the relationship between capital structure and firm's value through EBIT-EPS analysis. • Analyze the EBIT-EPS relationship under different financing plans	https://www.youtube.com/watch?v=jG0pd7bFMbM	Chapter 14.11-14.20
Dividend Theory and Policy	• Appreciate the prominence of dividend policy and its impact on firm value. • Understand the logic of dividend irrelevance.	https://www.youtube.com/watch?v=X1tPNcrABtE	Khan and Jain Chapter 18.10-18.38

Working Capital Management	• Comprehend the concepts of working capital and operating cycle. • Recognize the factors affecting working capital.	https://www.youtube.com/watch?v=bHK77lbdyWA	Khan and Jain Chapter 9.10 - 9.54
TEST-1	**Sessions 1 to 17** **Chapters covered –9,14&18**		
Inventory Management	• Appreciate the requirement and nature of inventory. • Analyze inventory related issues for investment decision making . • Assess the significance of carrying, ordering and stock-out costs.	https://www.youtube.com/watch?v=qkZQxXJuqKo	Chapter 13.10-13.12
Mid Semester Examination	**Sessions 1 to 17** **Chapters covered – 9,13,14&18**		
Receivables Management	• Understand 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.	https://www.youtube.com/watch?v=v3nGR40D3Wk	Chapter 12.10-12.30
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.	https://www.youtube.com/watch?v=1SuHHul13nY	Chapter 11.10-11.60
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.	Lecture	Chapter 10.10-10.12
TEST-2	**Sessions 26 to 34** **Chapters covered -**		
Financial Statement Analysis	• Comprehend and assess the firms' financial performance using various tools and	https://www.youtube.com/watch?v=55af7cmyczo	Chapter 4.10-4.60

	techniques. • Preparation and analysis of common-size balance sheets		
Contemporary issues on international Financial management And Ethical issues	• Contemporary issues/ latest developments in finance	Lecture	Course ware will be provided

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			**15**
Mid term Exam	3			**20**
Test II	4			**15**
End exam	At the end of the semester			**40**
	Total			**100**

Electronic and Web resources: Swayam Videos, Syndicated Databases

Recommended Textbook:

Basic Financial Management – *M Y Khan and P K Jain*, 3rdEdition, 2017, McGraw Hill Education (India) Private Limited

Suggested Books:

- **Essentials ofFinancial Management** – *I M Pandey*, 4th Edition, 2015, Vikas Publishing House

Course Code: SHOP441

Course Name: Quality & Productivity Management

Course Objectives:

Upon completion of this course, students are expected to:

1. Define and explain quality and productivity.
2. List the quality and productivity related problems and costs.
3. Demonstrate quality and productivity statistics to effectively assess a firm's quality and productivity.
4. Interpret various business scenario, select conventional and advanced quality tools to improve product/service quality.

Learning Outcome of the Course:

1. Infer quality and productivity needs of organizations.
2. Outline various productivity and quality related problems and costs affecting organizations.
3. Select quality assessment tools and techniques through quantification of various aspects of quality and productivity.
4. Explain quality tools in practical business scenario.

Course Study Plan:

Topic	Extended Learning Outcomes	Chapter Reading
Introduction to Quality, Productivity management & Quality Philosophy	• Understand basic concepts of quality and productivity. • Become aware with quality evolution.	Chapter 1 & 2
Costs of Quality & Quality in competitive world	• Understand and assess cost of quality and quality certifications. • Understand and analyze organizations strength and weaknesses through benchmarking.	Chapter 2 & 8
Quality Problems	• Understand and identify various quality problems (Sporadic and Chronic).	Chapter 8
Test-I		
Statistics for Quality/productivity	• Understand and apply quantification techniques for assessment of quality and productivity	Chapter 6 & 8
Quality Control and	• Understand concepts application of	Chapter 6 & 8

tools	quality control tools (7 QC, new and old).	
Mid-Semester Exams		
Six Sigma	• Understand 6 sigma methodology and its applications in business processes (DMAIC & DMADV).	Chapter 9
Quality Culture	• Understand concepts of with quality culture in organizations	Chapter 4 & 14
Test-II		
Quality Planning	• Understand, comprehend and assess customer, customer satisfaction, Feedback and surveys. • Apply Quality Function Deployment (QFD) and House of Quality in business scenario. • Understand TPM philosophy.	Chapter 7
Kaizen and Lean Operations	• Understand the concepts of Kaizen, its types, its usage and lean manufacturing.	Chapter 5
Quality management in Service organisations	• Understand quality in service, SERVQUAL model and application of SERVQUAL model.	

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	1			**5**
Test I	2			**15**
Test II (mid-term)	3			**20**
Class Participation 2	4			**5**
Test III	5			**15**
End exam	6	At the end of the semester		**40**
	Total			**100**

Recommended Textbook:

Managing for Quality and Performance Excellence, Ninth Edition, J.R. Evans and W.M. Lindsay, Cengage Learning.

Suggested Books:

1. Quality Management, First Edition, Kanishka Bedi, Oxford University Press,
2. Quality Planning and Analysis For Enterprise Quality, Fifth Edition, Gryna, Chua &Defeo, Juran's, Tata McGraw Hill.
3. Total Quality Management, Third Edition, Besterfield, Michna, Besterfield and Sacre, Pearson Publication.

Course Code: SHAC441

Course Name: Management Accounting

Course Objectives:

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

- Comprehend the basic principles, concepts and terms of Management Accounting
- Application of the methods and procedures used to ascertain cost and extract cost information for decision making
- Evaluate the basic tools and techniques for the interpretation of information for decision making under different situations
- Understand the basic principles and contemporary practices of Management Accounting from a user perspective

Learning Outcome of the Course:

1. Develop required skills for ascertaining the cost per unit
2. Demonstrate analytical skills in Managerial decision making through the application of marginal costing and CVP analysis .
3. Evaluate the Budgetary Control System
4. Implementation of Standard Costing in an Organization

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Nature and role and scope of Management Accounting	• Comprehend the meaning and definitions of management accounting • Understand the scope and objectives of management accounting • Enumerate Functions of Management Accountant • Compare the management accounting with other branches of accounting	Class Lecture	Part-V/ Chapter-1
Introduction to Management Accounting Terms and Concepts	• Comprehend various Tools and Techniques of Management Accounting • Discuss the Limitations of Management Accounting – • Understand the process of Installation of ManagementAccounting System – •	Class Lecture	Part-V/ Chapter-1
Cost Classification	• Enumerate various types of Costs • Appreciate Characteristics of Cost Information • Identify Costs for Financial Reporting Purposes	Class Lecture	Part-I/ Chapter-2
Statement of Cost Sheet and its Construction- Unit or Output costing	• Comprehend Cost Sheet, • Understand the Meaning and Application of Unit Costing, • Production Statement, • Preparation of a statement showingCost and Profit per unit	Class Lecture	Part-I/ Chapter-2 & Part-IV/ Chapter-1
Job Costing	• Understand the meaning, Advantages and Procedure of Job costing, • Discussing How Material costs, Labour costs and overheads areaccounted in JobCosting	Class Lecture	Part-IV/ Chapter-1

Batch Costing	• Understand the meaning and features of Batch Costing • Application, E.B.Q	Class Lecture	Part-IV/ Chapter-1
Test-1			
Contract Costing	Comprehend Meaning of Contract Costing Analyze the difference between Job Costing and Contract Costing, Discuss the Procedure for Contract Costing	Class Lecture	Part-IV/ Chapter-1
Process Costing	• Appreciate the Meaning of process costing • Enumerate the Procedure of Process Costing • Analyze the impact of Normal Loss, Abnormal Loss and Abnormal Gain in the ascertaining cost per unit	Class Lecture	Part-IV/ Chapter-4
Mid-term Examination			
Cost – Volume – Profit (CVP) Analysis	• Comprehend the concept of Absorption Costing – Marginal Costing • Appreciate Cost-Volume- Profit Analysis • Applications of CVP Analysis – • Analyze Profit-Volume Graph	Class Lecture	Part-V/ Chapter-4
Application of Marginal Costing, Absorption Costing and Differential costing techniques for Decision making	• Enumerate the Steps in Decision-making process – • Comprehend and compare the Concept of Relevant CostIrrelevant Cost • Appreciate the Costs for Decision making • Comprehend Differential Cost Analysis • Discuss how the Decision making is make under different businesssituations	Class Lecture	Part-V/ Chapter-5
Test -2			
Standard Costing	• Understand the Meaning of Standard	Class Lecture	Part-V/

and Variance Analysis	Cost and Standard Costing – • Discuss the Need ofStandards and Various types of Standards – • Determination ofStandard Cost for different elements of Costs – Computation and • Analysis of Variances		Chapter-3
	•		
Budgets and Budgetary Control	• Comprehend the concept of Budgets – Budgetary Control – • Enumerate Classification of Budgets and • Appreciate preparation of Budgets – • Understand the concepts like Zero-based Budgeting – PerformanceBudgeting	Class Lecture	Part-V/ Chapter-2
Activity Based Costing and Target Costing	• Comprehend the meaning and purpose of ABC and Target Costing • Understand Objectives and main features of ABC and Target Costing • Appreciate Benefits and Limitations of ABC and Target Costing	Class Lecture	Part-VII/ Chapter-2/Chapter-3

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
Test I	1			**15**
Mid-term Exam	2			**20**
Test II	3			**15**
Class Participation	4			**10**
End exam	At the end of the semester			**40**
	Total			**100**

Recommended Textbook:

1. Cost Accounting – Principles and Practice by S.P Jain, KL Narang and Simmi Agrawal, Kalyani Publishers, Twenty Fifth Revised Edition, 2019.

Suggested Books:

1. Management Accounting, Principles and Practice by Gupta & Sharma, KALYANI Publishers, Thirteenth Edition 2014.
2. Cost accounting by Tulsian & Tulsian, S. Chand & Company PVT. LTD, Fifth Edition 2015.
3. A text book of Cost and Management Accounting by Arora, Vikas Publishing House PVT LTD, Tenth edition 2015

Course Code: SHGM442

Course Name: Company Law & Taxation

Course Objectives:

- ✓ To provide an introduction to the law required for business organizations
- ✓ To explain the fundamental principles of the Company law, including the formation, running and management of a business organization.
- ✓ To provide an understanding of Banking law; Insurance law, SEBI law and employment relationships in the context of the business organizations like companies.
- ✓ To develop the skills of research, analysis, problem solving and critical discussion in a legal context.

Learning Outcome of the Course:

1. Student will understand about Objectives of Company Law and Different types of Companies
2. Student will understand and appreciate different Stages in the formation of a Company
3. The student will learn about different clauses of MOA and AOA and legal rules regarding Prospectus
4. The student will learn about legal rules of Shares and share capital
5. Student will understand the implications of payment of dividend rules
6. The student will learn about Appointment, resignation and powers of Directors and auditors
7. Student will understand and appreciate the rules regarding the AGM and EGM
8. Student will understand about how inspections and investigations are made in the companies

9. The student will learn about how Oppressions and mismanagements are done in companies
10. The student will learn about procedure for reconstruction and amalgamation
11. The student will learn about different modes of winding-up and legal rules regarding that
12. Student will understand the Role and Functions – Regulation of Stock Exchanges.
13. The student will learn about banking system and regulations regarding that.
14. The student will learn about Insurance laws
15. The student will learn about the Different employment laws in the country
16. The student will learn about provisions of tax laws in the country
17. The student will learn about legal rules about the cyber issues
18. The student will learn about Types of Intellectual Property Rights and other issues relating to intellectual property rights.

Course Study Plan:

Topics	**Sub Topics**	**Teaching Objectives**	**Methodology (case, problems, lecture)**
Company Law (Companies Act, 2013)	Introduction to Company Law, Objectives of Company Law, Kinds of Companies	To teach them about Bascis and Objectives of Company Law and Different types of Companies	Lecture
Incorporation of a Company	Formation of a Company, Stages in the formation of a Company	To make them understand different Stages in the formation of a Company	Lecture and decided cases
MOA, AOA, Prospectus	Introduction, Contents of MOA (Clauses) , Contents of AOA, Prospectus – Legal rules and contents	To teach them about Contents of MOA (Clauses) , Contents of AOA, Prospectus – Legal rules and contents	Lecture
Shares, Share Capital	Shares of a company – types, legal rules, Share Captial – types and legal	To make them understand about the Shares of a company – types, legal rules,	Lecture

	rules	Share Captial – types and legal rules	
Dividends, Investments; Debentures	Dividends – rules regarding payment of dividend Debentures – Charecteristics, kinds, Legal provisions	Dividends – rules regarding payment of dividend Debentures – Charecteristics, kinds, Legal provisions	Lecture
Directors, Auditors,	Appointment, resignation and powers of Directors and auditors	To teach them about Appointment, resignation and powers of Directors and auditors	Lecture
Meetings	Kinds of meetings – AGM , EGM, Class Meetings	To make them understand about the legal rules regarding AGM, EGM and class meetings	
Inspections and Investigations	Law relating to Inspection and investigaion	To explain them about theLaw relating to Inspection and investigaion	Lecture
Oppression and Mismanagement	Prevention of Oppression and mismanagement	To explain them about the Prevention of Oppression and mismanagement in the company	Lecture
Reconstruction and Amalgamation	Compromise and arrangements and procedure for reconstruction and amalgamation	To explain them about the procedure for reconstruction and amalgamation	Lecture
Winding Up of a Company	Modes of winding up, legal provisions applicable to winding up	To explain them about the Modes of winding up, legal provisions applicable to winding up	Lecture
Securities laws	SEBI: Securities, Contract Regulation Act, 1949/ SEBI Act, 1992, Role and Functions – Regulation of Stock Exchanges.	To explain them about the Regulation Act, 1949/ SEBI Act, 1992, Role and Functions – Regulation of	Lecture and decided cases

		Stock Exchanges.	
Banking Law:	Banking Regulation Act, 1949; RBI Act, 1934, Non-banking Finance Companies, Private Banking, regional Rural Banks.	To explain them about the Regulation Act, 1949; RBI Act, 1934, Non-banking Finance Companies, Private Banking, regional Rural Banks.	Lecture and decided cases
Insurance law:	Insurance Contract, Essential Elements, Classification; Insurance legislations; IRDA Act, 1999 – Ombudsman – Liability Insurance.	To explain them about the Insurance Contract, Essential Elements, Classification; Insurance legislations; IRDA Act, 1999 – Ombudsman – Liability Insurance.	Lecture and decided cases
Employment laws	– PF and Gratuity Laws – Workmen Compensation Act; Factories Act; Industrial Disputes Act; ESI Act.	To explain them about the PF and Gratuity Laws – Workmen Compensation Act; Factories Act; Industrial Disputes Act; ESI Act.	Lecture and decided cases
Taxation	Basics of taxation, Different heads of Income and computation of Advance tax	To explain them about the Basics of taxation, Different heads of Income and computation of Advance tax	Lecture
Cyber Law: Information Technology Act, 2000.	Internet Law; Electronic Records and Documents; Digital Signatures; Authentication and Security Provisions; Provisions under different laws	To explain them about the Internet Law; Electronic Records and Documents; Digital Signatures; Authentication and Security Provisions; Provisions under different laws	Lecture
Intellectual Property Rights:	Nature of Intellectual Property Rights; Types of Intellectual Property Rights; Infringement of Intellectual Property Rights; Law	To teach them about Nature of Intellectual Property Rights; Types of Intellectual Property Rights;	Lecture

	Relating to Intellectual Property Rights in India	Infringement of Intellectual Property Rights; Law Relating to Intellectual Property Rights in India	

Evaluation:

Sl. No.	Component	Weightage
1	Class Participation – I (Pre-mid CP)	5%
2	Pre-mid Test (NCP – I) Basic concepts (AOL) to be conducted	15%
3	Mid-Term Exam (NCP – II) (1.5 hour Examination)	20%
4	Class Participation – II (Post-mid CP)	5%
5	Post-mid Test (NCP – III) Critical thinking and application of concepts through case study (AOL) to be conducted	15%
7	End Term Exam (3 hour Examination)	40%
8	**Total**	**100%**

Recommended Textbook:

A textbook of Company Law by P.P.S.Gogna - S.Chand

Suggested Books:

- Elements of Mercantile Law by N.D. Kapoor
- Law of Contracts by Bangia
- Business Law, Satish B Mathur, Tata McGraw Hill Education Pvt. Limited
- Business Law, P.C. Tulsian, Tata McGraw Hill Education Pvt. Limited
- Guide to IT Laws 2000 by Kamath Nandan
- Cyber Laws – The Indian Perspective by Pawan Duggal
- Intellectual Property and Criminal Law by N.S. Gopalakrishnan
- Business Legislation for Management by M.C. Kuchhal.

Course Code: SHHR441

Course Name: Human Resource Management

Course Objectives:

This course aims to:

- Explain the various concepts and functions of human resource management from theoretical and applied perspective.
- Critically analyze the application of HRM concepts in business.
- Discuss the role of ethics in HRM practices.
- Develop written and oral communication skills while discussing the HRM concepts

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Demonstrate an understanding of Human Resource Management.
2. Apply Human Resource Management concepts in business environment.
3. Critically analyze the various HRM issues in business and generate alternatives to provide conclusions.
4. Identify and critically examine the key ethical issues in Human Resource Management
5. Effectively communicate to create a positive workplace with effective management of human resources.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introduction to HRM	• Explain the key concepts of HRM and its role in organization. • Explain the HRM functions and elaborate on how HRM functions are directed towards establish organizational goal. • Describe the role of SHRM in the organization.	Lecture	1
Human Resource Planning	• Identify the steps involved in human resource planning, • Describe Human resource forecasting. • Understand the steps involved in managing the shortfall/excess of human resource in the organization	Lecture	2

Job Analysis and Job Design	• Explain Job analysis and its outcomes. • Understand various methods to collect job related information and list the merits and demerits of each method. • Prepare job description and job specification for a given job position. • Understand techniques of job design and redesign.	Lecture & Activity (Job description & Job specification	3
Recruitment	• Describe the factors that affect recruitment process in the organization. • Identify the ways to determine the right source to recruit the right person for the vacant job positions. • Identify the advantages and disadvantages of different sources of recruitment.	Lecture	4
Test – 1 MCQ test Chapter (1,2,3,4) (Assessment of Conceptual knowledge)			
Selection	• Identify primary purpose and steps of selection process. • Explain the methods used to measure reliability and validity of the selection tests. • Understand the various tests and interview techniques used in the selection process.	Lecture & Activity (Role plays &Interviews)	5
Training & Development	• Explain the difference between training and development. • Explain the methods of training and development. • Understand the criteria for evaluating training and development programs and the steps to measure its effectiveness.	Lecture	6
Managing Careers	• Explain the career development cycle of an individual. • Understand the ways to identify various career opportunities. • Describe the importance of succession planning in the organization.	Lecture	7

Test 2-Mid-term (Assessment of Conceptual knowledge and Critical thinking of the HRM concepts)			
Performance Appraisal	• Explain the Performance appraisal process for evaluating employees' performance. • Describe the different methods of performance appraisal. • Identify the factors of appraisal distortion and measures to overcome such distortions.	Lecture	**8**
Compensation management	• Understand Job evaluation process and explain the methods used for the same. • Explain the concepts of wage and salary administration. • Describe the advantages of "benefits and rewards" in the organization.	Lecture	**9**
Grievance Handling	• Identify the grievances that arises in organizations and why they should be redressed. • Explain the way management –labor disputes are resolved using grievance Redressal procedure.	Lecture	**10**
Disciplinary Action	• Describe the causes and consequences of indiscipline in the organization. • List and explain the various types of discipline. • Describe the types of disciplinary actions taken in cases of misconduct by the employees.	Lecture	**11**
Employee Relations and Collective Bargaining	• Explain the concept of Industrial relation. • Explain the concept of collective bargaining and its role in resolving any conflict between union and management. • Describe the methods used to promote workers' participation in the organization.	Lecture	**12**
Ethics in HRM	• Differentiate between ethical and unethical behavior.	Lecture	**13**

	• Explain the importance of ethics in HRM. • Explain how ethical behavior can be practiced and encouraged in organization.		
Student Presentation- (Assessment of Oral Communication skill, Critical thinking and Conceptual knowledge)			
(Assessment of Conceptual knowledge, Critical thinking, Ethical awareness and Written communication) [Ethical awareness is not separately assessed although is an integral part of the various concepts discussed]			

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	1	**5**
Test I (MCQ)	2	**15**
Test II (Descriptive midterm)	3	**20**
Class Participation 2	4	**5**
Test III (Group Project)	5	**15**
End term exam (Descriptive)	At the end of the semester	**40**
	Total	**100**

Electronic and Web resources: SWAYAM videos

Recommended Textbook:

Human Resource Management by David A. Decenzo, Stephen P. Robbins (12^{TH}) Edition, Prentice- Hall India

Suggested Books:

Human Resource Management - Gary Dessler, Prentic Hall India (10^{TH}) Edition

Course Code: SHOP431

Course Name: Operations Management

Course Objectives:

After completion of the course the students are expected to

- Understand role of operations in achieving competitive advantage for a firm;
- Describe contribution of operations management to the organization and its activities;
- Discuss operations management as a function in both manufacturing and service sectors;
- Analyze how operations management interacts with other functions in an organization;
- To demonstrate relevant frameworks, methodologies, techniques and tools that can help management of operations in firms
- To appreciate current issues in operations management.

Learning Outcome of the Course:

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

1. Identify the role of operations management in the overall business strategy of the firm.
2. Be proficient and be capable of integration of the operating system with other key functional areas of the firm.
3. identify and evaluate the key factors and the interdependence of these factors in the design of effective operating systems.
4. Apply appropriate tools for analysis of operating systems of the firm.
5. Apply operations management policies and techniques to the service sector as well as manufacturing firms.

Course Study Plan:

Topics	Expected Learning Outcome	Case /Reading article/ Lecture / Activity	Chapters
Production Systems & Operations Management	To Understand and appreciate the concept of Operations and Supply Management, production system and transformation processes. Describe the Historical evolution of Operations management and differences between Services and Goods. Understand the importance and contribution of Operations Management	Introductory lecture, power-point presentation	Ch 1
Operations Strategy, Productivity & Competitiveness	To Discuss about Competitive Dimensions, Strategy and its Design Process, Productivity, Measures and improvement	Lecture and class room exercises	Ch 2
Product and Service Design	To discuss on Key product and service design consideration, Product Development Process, Designing for the Customer -QFD, Service design-service scape	Lecture and class room exercises	Ch 4
Capacity Planning for product and Services	To understand Definition of Strategic Capacity Planning , Capacity Definition and measurement, Capacity planning process, Make-or Buy decision, Evaluating capacity alternatives- BEA	Lecture and class room exercises	Ch 5
Test 1	**Sessions 1 to 13**	***TEST-1*** **Chapters - 1,2,4,5**	
Process Selection and design	To understand Process types, Product process matrix	Lecture and class room exercises	Ch 6
Facility Layout	To discuss on Types of facility layout/ Process layouts - product, process, fixed-position, cellular, service layout (service blue printing), Assembly line balancing	Lecture and class room exercises	Ch 6

Facility Location planning	To Understand the major issues that need to be considered when locating a plant or warehouse facility, Location decision process, Location planning methods- factor rating, center of gravity	Lecture and class room exercises	Ch8
Test 2	**Session 1 to 22**	***TEST-2*** **Chapters – 1,2,4,5,6,8**	
Work design and work measurement	To understand Job design decisions, Method analysis, Motion study, Work measurement, Learning curves	Lecture and class room exercises	Ch7
Waiting Line Management	To understand Waiting Line Characteristics, Suggestions for Managing Queues, Example - MM1 model	Lecture and class room exercises	
Aggregate planning and master scheduling	To Discuss on The Aggregate Operations Plan , Strategies for meeting uneven demand- Chase , Level and hybrid strategies Master production schedule	Lecture and class room exercises	Ch 11
Inventory Planning & Control	To Understand Definition of Inventory Control, Inventory costs, Inventory control models	Lecture and class room exercises	Additional material
Material Requirement Planning	To Understand Definition and purpose of MRP, MRP inputs, processing and output, Bill of material, explosion of Bill of material, MRP II, ERP	Lecture and class room exercises	Ch 12
Test 3	**Session 24 to 35**	***TEST-3*** **Chapters – 7,11,12**	
Operations And Personnel Scheduling	To Understand Scheduling operations, Examples of different scheduling rules for low volume systems, Personnel scheduling-sequencing	Lecture and class room exercises	Ch 16
Supply Chain management	To understand Supply chain management overview, Procurement, supplier management, logistics, supply chain performance measures	Lecture and class room exercises	Ch 15

Project Planning, Scheduling And Control	To understand Fundamentals of project planning- project life cycle, Work breakdown structure, Network diagram- AOA, AON, Critical path method, Program evaluation and review technique, Project scheduling with examples	Lecture and class room exercises	Ch 17

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	**5**
Class Participation	2	**5**
Test	1	**15**
Test	2	**20**
Test	3	**15**
End exam	At the end of the semester	**40**
	Total	**100**

Recommended Textbook:

Stevenson, J. William (2005), Operations Management, 12e, Tata McGraw-Hill Publishing Company Ltd, New Delhi.

Suggested Books:

- Chase, B. Richard; Shankar, Ravi; Jacobs, F. Robert & Aquilano, J. Nicholas (2014), Operations & Supply Management, 14e, Tata McGraw Hill, New Delhi.
- Heizer, Jay; Render, Barry & Rajashekhar, Jagadeesh (2012), Operations Management, 9e, Pearson Education.

- Rowbotham, Frank; Galloway, Les; Azhashemi, Masoud (2009), Operations Management in Context, Butterworth-Heinemann, Noida, 2e.
- Krajewski, J. Lee; Ritzman, P. Larry; Malhotra, K. Manoj (2008), Operations Management, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 8e.
- Monks, G. Joseph (2004), Schaum's Outline of Theory and Problems of Operations Management, New Delhi, 2e.
- Metters, Richard; King-Metters, Kathryn; Pullman, Madeleine; Walton, Steve (2011), Service Operations Management, Cengage Learning Pvt. Ltd., New Delhi.
- Hopp and Spearman, Factory Physics. 2e. Irwin/McGraw-Hill.

Course Code: SHHR442

Course Name: Soft Skills II

Course Objectives:

This course provides students opportunity to develop positive perception and to develop their interpersonal skills in an experiential manner in the following areas

- Learning to set realistic and objective goals
- Managing time efficiently
- Learning to prepare a personal profile
- Developing Mind Skills
- Practicing Group Discussions
- Understanding Cross cultural communication
- Making impactful presentations
- Communicating with precision and clarity

Learning Outcome of the Course:

At the end of the Course and on completion of all exercises, the student will be able to:

1. Set realistic and objective goals
2. Cope with stress
3. Understand and build upon personal attributes
4. Develop reading comprehension skills
5. Gain an insight on industries
6. Display culture specific etiquette
7. Follow structured thinking

Course Study Plan:

Topic	Learning Outcomes	Case/Reading article/ Lecture/Activity	Chapters
Goal setting	Set realistic and objective goals	Class Activity	5/E
Time Management	Plan and manage time effectively	Class Activity	5/B
Cover Letter &Resume/CV	Write effective and winning cover letter and resume	Input session/Activity	1/D
Stress Management	Cope up with stress	Exercise and Activity	5/B
Reading Comprehension	Develop reading comprehension skills	Activity	
Group Discussion	To work and communicate effectively and efficiently in a group	Mock GDs assessed by the faculty	3/D
Mock Interview	Face the interviewers/panel members confidently	Input session/Activity	
Presentation Skills (CCA)	Prepare and present a talk, deal with both formal and informal presentations	Students' presentations assessed by the faculty	2/E
Structured Thinking	Follow structured thinking	Role-Plays	3/C, D
Cross cultural communication	Display culture specific etiquettes	Role-Plays	2/A

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 – Goal	2	10
Test II –	3	10
Test III – Group	4	10
Test IV –	5	10
Test V – Cross-	6	10
End term exam	At the end of the	40
	Total	**100**

Electronic and Web resources:
TED Talks, https://www.hofstede-insights.com, O*NET Interest Profiler, PeerGrade, hbr.org, www.mindtools.com, YouTube Videos, Swayam Videos

Recommended Textbook:

Soft Skills for Everyoneby Jeff Butterfield - Cengage, 2e

Suggested Books:

Soft Skills for Everyone by Masters Wallace - Cengage Learning, 10th edition

Course Code: SHIB451

Course Name: International Business Management

Course Objectives:

The following are the course objectives

- Demonstrate managerial skills and competencies required for managing international business
- To understand the process of globalization and its effect on the global economy
- Explain the effect of cultural, political and economic environment on International business
- To understand the importance of international economic relations between countries
- Design and execute strategies for international expansion of domestic firms
- Explain the procedure for exporting and importing
- Understand the effect of international monetary system on international business
- Understand the international marketing and human resource management strategies

Learning Outcome of the Course:

1. Understand and apply basic concepts of international business management
2. Students will define and address practical business problems, and propose solutions based on theories of international business and government policies
3. Develop, execute and evaluate strategies for international business
4. Demonstration of critical thinking skills in the area of International Business management
5. To identify and evaluate the key ethical issues involved in International business

Course Study Plan:

Module	Topic	Teaching Objectives	Learning Outcome	Chapter Reading
Introduction	Course Overview			

Globalization and International Business	Meaning and features of International Business Management, Globalization Forces – Meaning, dimensions and stages in Globalization and historical perspective, Reasons for international business expansion, Domestic versus International business, Managing business in the globalization era.	• To explain the concept of globalization • To elucidate factors influencing globalization • To discuss global business expansion strategy for emerging market companies • To explicate the concept of international business • To delineate motives for international business expansion • To expound the strategy for managing business in the globalization era	After reading this chapter, students should be able to understand • The concept of Globalization and the factors influencing globalization • Examine the reasons for support and criticism of globalization • The difference between Domestic and International business • The motives for international business expansion • To expound the strategy for managing business in the globalization era.	**Chapter:1 Main text book** **Video link:** https://www.youtube.com/watch?v=fU7xJ2AYM3w&list=PLesgViD0jhW_pW9WVtA4oe4w3TRVecbEQ
Theories of International Trade	Theory of mercantilism, Reasons for international trade, Theory of Absolute Advantage, comparative advantage, Heckscherand Ohlin theory (Factor Endowment theory), Country similarity theory, International product life cycle theory, Theory of	• To discuss the implications of trade theories on international business • To explain various theories of international trade • To examine gains from trade under various trade theories • To explain the theoretical framework for shifting patterns of production and trade	After reading this chapter, students should be able to understand • The implications of trade theories on international business • The various theories of international trade and the underlying assumptions • The relevance of trade theories in recent years.	**Chapter:2 Main text book**

	competitive advantage and implications of trade theories.			
International Trade Patterns and Balance of Payments	Introduction to balance of payments, World trade over view, India's foreign trade, gains from internal trade. BOP, Sluggish Export Performance	• To discuss the pattern of international trade • To give overview about the types of product traded and countries involved in trade • To identify the macroeconomic factors in the trading countries as well as the overall world economic environment influence the international flow of goods and services	After reading this chapter, students should be able to understand • The significance of international trade patterns • To provide overview of world trade • To outline the concept of international trade • To explicate balance of payments • Highlights the key issues on India's foreign trade	**Chapter:3 Main text book**
International Trading Environment and world trade Organization	Trade strategies, Arguments for free trade, protectionism and methods, trade blocks, forms of integration, GATT/WTO, Theoretical frame for preferential trade agreements, The Dead locks in WTO negotiations.	• To understand the significance of institutional framework in international business • To discuss the international economic institutions under the UN system • To outline the international organizations in trade promotion • To examine the institutional framework to facilitate international business	After reading this chapter, students should be able to understand • The significance of WTO and its genesis • The functions and the structure of WTO • An overview of WTO agreements • WTO and its impact on Indian economy	**Chapter 4 from Reference book and Chapter: 5 and 6 from main text book** **Video link:** https://www.youtube.com/watch?v=MQxLJ12Xz_E

International cultural Environment, Political and Legal Environment	Self reference criteria, Ethnocentrism: Main obstacles. Concept of culture, comparison of cross cultural behavior, cultural orientation in international business, Cultural uniqueness vs pan culturalisim, political environment, legal environment and risks in International business	• To understand the significance of culture in international business decisions • To elucidate the concept of culture and its constituents • To explain comparisons of cross-cultural behaviour • To discuss cultural orientation in international business • To appreciate emic versus etic dilemma and its operationalization • To explain the significance of the political and legal environment in international business • To discuss various forms of political systems • To explicate different types of legal systems • To elaborate principles of international law • To elucidate risks in international business • To explain methods of measuring and managing risks	After reading this chapter, students should be able to understand • The significance of culture in international business decision • To elucidate the concept of culture and its constituents • To explain comparison of cross cultural behavior • To discuss the cultural orientation in international business • The significance of political and legal environment in international business • To elucidate the risks in international business	**Chapter: 7 and 8 from main text book** **Video link:** https://www.youtube.com/watch?v=Lo6pumvR_ME
Policy frame work for International Trade	Trade policy options for developing countries, Instruments for trade policy, WTO and India's export promotion.	• To explain the significance of foreign trade policy in international business • To elucidate trade policy options for developing countries • To discuss instruments of trade policy • To provide an overview of India's foreign trade policy • To explicate policy measures for trade	After reading this chapter, students should be able to understand • The significance of foreign trade policy in international business • To discuss instruments of trade policy • To provide an overview of India's foreign trade policy • To explain the policy	**Chapter:9 Main text book**

		promotion • To explain policy initiatives and incentives by state governments • To examine India's trade promotion measures in context of the WTO	measures for trade promotion • To examine the India's trade promotion measures in the context of the WTO	
Foreign Direct Investment	Introduction, types of Foreign Direct Investment, Theories of International Investment, Patterns of FDI, FDI Trends In India	• To explain the concept of foreign direct investment (FDI) • To discuss various types of FDI • To develop a conceptual understanding of the theories of international investment • To understand policy framework to promote FDI • To discuss patterns of FDI	After reading this chapter, students should be able to understand • The concept of Foreign Direct Investment • The various types of Foreign Direct Investment • Different theories of International Investment • The pattern of Foreign Direct Investment • Debate whether Foreign Direct Investment is good or bad for India.	**Chapter: 12. Main text book**
Multinational Enterprise and International Marketing	Types of Multinational Enterprise, Impact MNE on Host economies, Frame work of international marketing, entry mode decisions, frame work for international product promotion strategies.	• To explain the concept of an Multinational Enterprises (MNEs) • To discuss various types of MNEs • To examine the impact of MNEs on host economies • To explore various techniques to measure MNEs' internationali-zation • To assess emerging MNEs from rapidly developing economies • Understand the concept of international marketing	After reading this chapter, students should be able to understand • The concept of Multinational Enterprise and various types of MNE • To examine the impact of MNEs on host economies • The concept and framework of international marketing • To examine the framework for international product promotion strategy	**Chapter: 13 and 14. Main text book**

International Finance	International monitory system, Exchange rate arrangements, Currencies and markets, Foreign exchange risk and exposure, modes of payments in international trade	• To elucidate the concept of international monetary systems • To discuss contemporary exchange rate arrangements • To evaluate various theories of exchange rate determination • To discuss foreign exchange market and exchange rate quotations • To explain foreign exchange risks and exposure • To examine various modes of payment • To elaborate various techniques of financing international trade	After reading this chapter, students should be able to understand • The concept of international monetary system • To discuss how exchange rate is determined in the foreign exchange market • To discuss fixed, floating and managed floating exchange rate • To explain foreign exchange risks and exposure	**Chapter: 15. Main text book**
International Human resource Management	Concepts international human resource management, international organization structure, strategic orientations and practices in HRM	• To explain the concept of international human resource management • To elucidate various types of international organizational structures • To discuss strategic orientations and practices for international human resource management • To elaborate upon the management of various	After reading this chapter, students should be able to understand • The Concepts international human resource management • To elucidate various types of international organization structure	**Chapter: 17. Main text book.**

		human resource activities		
International Trade procedure and Documentation	Export – Import procedures, Terms of delivery in international trade Transactions, documentation for International trade transactions.	• To outline the framework of international trade transactions • To elucidate the export-import procedures • To explain the INCOTERMS • To explicate the significance of documentation in international trade transactions • To discuss commercial and regulatory documents used in international trade	After reading this chapter, students should be able to understand • The framework of international trade transaction • To elucidate the export-import procedure • To explicate the significance of documentation in international trade transaction	**Chapter: 18. Main text book**
Global E-Business	Conceptual frame work for Global E business, policy frame work for Global E business	• To elucidate the conceptual framework of e-business • To examine e-business technology	After reading this chapter, students should be able to understand • The conceptual framework of e-business • To evaluate policy framework for global e business	**Chapter: 19. Main text book**

		and environment • To explain various e-business models and strategic options • To discuss global e-marketing and e-services • To explicate electronic processing of international trade documents • To evaluate policy framework for global e-business		
Ethics and Social Responsibility	Ethics, Unethical business practices, Corporate social responsibility.	• To delineate the significance of ethical practices in business • To explain the concept of ethics • To elucidate unethical business practices • To explicate corporate social responsibility	After reading this chapter, students should be able to understand • The significance of ethical practices in business • To explain the concept of ethics • To elucidate unethical business practices • To explicate corporate social responsibility	**Chapter: 20. Main text book**

Evaluation:

1. Case discussion and class participation (Pre & Post midterm) 5% + 5%
2. Tests (2) Pre-Midterm and post midterm 15+15 =30%

3. Midterm	20%
5. Final Examination	40%

Recommended Textbook:

Required text: Rakesh Mohan Joshi "International Business" First Edition, Oxford University Press.

Suggested Books:

- FracisCherunilam "International Business: Text and cases" Fourth Edition, Eastern Economy Edition

Semester-5

Course Code: SHOP451

Course Name: Project Management

Course Objectives:

1. To develop the conceptual understanding required for managing small, medium and large projects.
2. To understand the frameworks, methodologies and techniques used to structure projects.
3. To understand the objectives and the approaches used in each phase of a project lifecycle.
4. To develop understanding about the fundamental techniques of assessing, planning, monitoring, controlling and executing projects.

Learning Outcome of the Course:

1. Upon completion of this course, students are expected to:
2. Develop understanding about managing projects and structure of project lifecycle.
3. Become aware of the applications of various frameworks, methodologies and techniques while structuring and executing projects.
4. Explain the approaches adopted in each phase of a project life cycle.
5. Apply the understanding of various techniques to solve numeric problems of project management.

Course Study Plan:

Topic	Learning Outcomes	Chapters (from Main Text Book)
Introduction to Project Management,	• Understand the concept of project and project life cycle • Identify the need for managing small, medium and large projects • Know the characteristics, scope, schedule and resources Troika (Requirements, Time and Cost) of a project	Ch. 1
A. The Conception Phase **Project Conception**	• Identify the need to design a project and ways to initiate a project • Understand the qualitative and quantitative methods used for project portfolio selection decisions • Understand and demonstrate the various analysis methods to study the pre-feasibility and feasibility of the project • To know the methods for proposal evaluation	Ch. 1 and 2 *Appendix 1.1 Ch. 1 (Reference text book) ** Pg.414 , Case 7.10 Page 167, Ch. 4 (Reference text book) ***Page 153, Ch. 4

Test 1 (MCQ)		
Project Organization Structure & Integration Managing Teamwork & Conflict	• Understand the different approaches towards managing project (Contingency, systems, leadership and teamwork approach) • To be aware about the functioning of different types project organizations (Pure, functional, matrix and mixed organizations) • Understand the role of a project manager, the project team and the project management office	Ch. 1 and 10
B. The Definition Phase **Project Planning**	• Define the statement of work required for project planning • Understand and demonstrate the techniques used for planning and scheduling charts (Work Breakdown Structure, Gantt Charts, Activity Charts, Project Priority Matrix, Linear Responsibility Chart/RACI, Matrix) • Understand and demonstrate the techniques used to develop network diagrams • Understand the CPM method of project planning.	Ch. 4, 5 & 6 (Reference text book)
Test 2 (Mid-Term Evaluation)		
Project Uncertainty and Extended Network Techniques	• Understand and demonstrate the PERT (Programme Evaluation and Review Technique), precedence diagramming and laddering techniques to determine project uncertainty	Ch. 7, Appendix 7.1 Pg. 371 – 375, 188-198 (Reference text book) *Pg.305 – 310, Ch. 6 Pg. 210-211 Ch.5 (Reference text book)
Cost Estimating & Budgeting	• Identify the types of cost (Direct cost vs indirect cost) involved in budgeting of project • Become aware about the different types of contract used to execute the project (Fixed Price, Cost Plus and Time and Material) • Know the methods of budgeting (Top Down budgeting and bottom up budgeting)	*Pg.646 Appendix 12.1, Ch. 12 Ch. 5 Ch4. (Reference text book)
Project Time-Cost Relationships	• Identify the methods for reducing project duration (Project Crashing and Fast-Tracking)	Ch. 9 Pg. 226 – 229 Ch. 6 (Reference text book)

Component	Component	Weightage

Test 3		
Project Scheduling	• Understand the techniques of Resource Allocation, Workload, Resource Loading, Resource Leveling • Become aware of the Priority Rules for sequencing project scheduling activities	Ch. 8 Ch. 6 Pg. 230 – 248 (Reference text book)
Managing Risks in Projects	• Understand the concept of Risk Register and Risk Severity Matrix • Understand and explain the risk management process steps: – Risk Identification – Risk Assessment – Risk Consequence – Risk Response	Ch. 7, 8 Ch. 4 Pg. 163 (Reference text book)
C. The Execution Phase **Project Monitoring & Control Progress and Performance Measurement**	• Understand the concept, purpose, scope of control • Identify and explain the types of control process • Understand and demonstrate various project control techniques: – Earned Value Analysis (PV, EV, AC, SPI, CPI) – Forecasting 'Cost to Complete'(ETC) and 'Cost at Completion' (EAC) • Understand the effect of uncertainty on forecast EAC and Completion Date of a project	Ch. 13 Ch. 7 (Reference text book)
D. The Termination Phase **Project Reporting Evaluation and Audit Termination**	• Understand the purpose of good project evaluation system • Know the different techniques of data collection for evaluating a project • Understand the essentials and the importance of project audit evaluation • Identify the types of project termination processes/methods.	Ch. 14 Ch. 8 (Reference text book)

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.

	Number	
Class Participation 1	1	5
Test I	2	15
Test II (mid-term)	3	20
Class Participation 2	4	5
Test III	5	15
End exam	At the end of the semester	40
	Total	**100**

Recommended Textbook:

Project Management - The Managerial Process, Clifford F. Gray, Erik W. Larson and Gautam V. Desai, 6th ed., McGraw-Hill Education

Suggested Books:

Project Management - Core Text Book, by Mantel, Jr., Meredith, Shafer, Sutton & Gopalan, 2nd Ed.

Course Code: SHGM452

Course Name: Business Strategy

Course Objectives:

The objective of this course is to give the participants an overview of Business Strategy and the course will focus on the following objectives:

1. To develop an understanding of strategic management concepts
2. To develop a framework of analysis to enable students to identify central issues and address business strategy related problems

Learning Outcome of the Course:

The course is divided into 4 modules and delivered accordingly.

Module 1: Introduction to Strategic Management and Business Policy

Basic concepts of strategic management
Corporate governance and social responsibility

Module 2: Scanning the Environment

Environmental scanning and industry analysis
Internal scanning: organizational analysis

Module 3: Strategy Formulation

Situation analysis and business strategy
Corporate strategy
Functional strategy and strategic choice

Module 4: Strategy Implementation and Control

Organizing for action
Staffing and directing
Evaluation and control

Course Study Plan:

Topic	*Concepts Covered*	*Case Studies*
Introduction	Course Introduction	Dell Computers: Text Book Case

	What is Strategy? Strategy Levels, Vocabulary,	
Strategy- Introduction	Strategic Management, Strategy	Electrolux - Text Book Case
	as Subject of Study, Strategic Lenses, Case Study	
	Macro-environment, PESTEL Framework,	Global Forces and the European Brewing
	Competitive forces - Five Forces Framework,	
External Environment		Industry
	Strategic Groups, Market Segments, Critical	Class exercise: Indian Industry Analysis
	Success Factors	
	Resources, Competencies, Capabilities, Cost	
	Efficiency, Sustaining Competitive Advantage,	
Strategic Capability		Textbook Case Analysis
	Value Chain, SWOT, Managing Strategic	
	Capability.	
	Corporate Governance, Governance Chain &	
	Structures, Business Ethics & Social	
Strategic Expectations		
	Responsibility, Stakeholders expectations,	
	Corporate Values, Mission, Vision & Objectives	
Culture & Strategy	Assignments Presentation and Course	
	Continuation, Strategic Drift, Historical Importance,	
	Organization Cultures, influence & Analysis	
	Mid terms	
Business Level Strategy	Strategy Clock, Price, Differentiation, & Hybrid	
	Strategies, Sustaining competitive Advantage,	
	Strategy in Hypercompetitive conditions	
Corporate Level Strategy	Ansoff Matrix, Market Penetration, Consolidation,	Virgin Group, GE
	Product & Market Development, Diversification,	
	BCG Portfolio Matrix	
	Internationalization, Driver, Porter's Diamond,	
International Strategy	Market Selection & Entry, Portfolio & performance	Globalization of Markets HBR article : Levitt
Strategy Methods & Evaluation	Organic Development, M&A, Alliances, Strategy	Tesco case
	Evaluation	
Strategy Development	Development, Planning Systems, Resource	

Process		
	Allocation, Organizational Politics, learning	
	Organization, uncertain & complex conditions	
	Organization Structure Types, processes types,	
Organizing and Enabling Success	Relationships, Managing people, Information,	
	Finance, technology	
Managing Strategic Change	Diagnosis, Change Management, Managing	
	strategic Change	
	Project Presentations	

Evaluation:

Evaluation of students' performance in the course will be based on the school's evaluation policy.

1. Assignment CP - 5%
2. Assignment NCP – 15%
3. Mid Term – 20%
4. Assignment CP – 5%
5. Assignment NCP – 15%
6. End Term - 40%

Total - 100%

Recommended Textbook:

Concepts in Strategic Management and Business Policy by Gerry Johnson, Kevin Scholes and Richard Whittington. Pearson Education, 7th Edition.

Course Code: SHGM464

Course Name: Global Business Project

Course Objectives:

- To introduce various facets of Economy and Industry Analysis adopted in Today's Corporate world
- To understand how to analyze an industry on the basis of 'PESTLE' factors i.e. Political, Economic, Social, Technological, Legal and Environmental factors
- To understand Porter's 5 forces Competitive Strategy for Industry Analysis
- To understand the application and importance of SWOT i.e. Strength, Weakness, Opportunity and Threat Analysis for an industry
- To learn how to analyze Trends, Strategies, Regulatory Environment and Future Outlook of an industry and thereby learning how to apply theoretical knowledge in practical situation
- To compare the firms using different tools (ratio analysis, risk and return, etc.)

Learning Outcome of the Course:

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

- Demonstrate an understanding of Industry Analysis under 3 frameworks i.e.
    - Porter's 5 forces Competitive Strategy for Industry Analysis
    - PESTLE Analysis
    - SWOT Analysis
- Demonstrate an understanding of analyzing trends, size and future outlook of an industry
- Demonstrate the ability to compare the performance and financial status of firms

Course Study Plan:

Topic	*Learning Outcome*
Course Overview, List of Industries for Project, Guidelines for Team formation	Understand objectives of GBP II, Identify the industry to be studied, Get to know team formation and dynamics.
List of Companies for Project, Guidelines for Team formation, Slot allocation for group presentation	Team building exercise
An introduction to Economic Analysis, positive and normative economics, Inter-dependence of macroeconomics and microeconomics, Economic analysis and typical managerial decisions	Learning basics of economic analysis and its different aspects relevant for the GBP

GDP, GDP growth rate, Export Import Balance, Interest rate, Tax structure, Fiscal and Monetary policy	Deeper understanding and application of relevant concepts from economics
Structural Analysis of Industries – Concepts, Models SWOT Analysis PESTEL Analysis Porter's Five Forces	Understanding the analytical tools for applying them to industry situation
Data Sources, Data Collection, Usage of Electronic databases, Usage of libraryresources and PROWESS(optional)	Demonstrable competency in usage of electronic databases.
Qualitative and quantitative analysis: Brief discussion on Risk and Return, Ratio Analysis and Valuation	Deeper understanding and application of qualitative and quantitative analysis
Usage of data analysis packages - excel	Awareness of excel and ability to use it.
Discussion and Submission of Project Proposal	Forms the basis of further work. Sets the objectives for study.
Presentation of Project Proposal/Interim/Final	Open presentation.

Evaluation:

GBP project carries 30% of the total evaluation. Students will be formed into several teams of 4 students. Each team will be assigned companies to conduct the study. The members of the team have to collaborate and work together, initially by working on individual components of the project and then integrating the work done. However, marking will be done for the project on individual as well as team work basis. Team members are collectively responsible for successful completion of the project. Students should comply with submission of reports and making presentation as scheduled. Late submissions and presentations will not be permitted. Evaluation plan is given in table below.

S.I No.	Component	Weightage
1	CP – 1	5%
2	Project Proposal and Presentation	10 %
3	Interim Report and Presentation	15 %
4	Final Report and Presentation	25 %
5	CP – 2	5 %
7	End Term Exam	40 %
	Total	**100**

NOTE:

- Each Team comprising of 4 students will be formed for GBP and Grading will be done on an individual and group performance basis

- It is the responsibility of Team members to coordinate and work on the Industry assigned for GBP
- Late submissions for Assignments/Reports will not be accepted
- Students will be given their feedback and will be updated about their performance on a continuous basis

Databases and Data Sources:

- CMIE Prowess
- Capital line Plus
- BSE/NSE Websites
- Company websites and Annual Reports
- Industry Reports by Consultancy firms (only for reference)

Course Code: SHHR452

Course Name: Recruitment & Compensation

Course Objectives:

- To discuss various concepts and theories of recruitment, selection, and compensation management.
- To develop an understanding of various techniques and process of job analysis.
- To discuss the importance of compensation and reward management in motivating and retaining the talent.
- To discuss the role of ethics in recruitment, selection and compensation management functions of an organization.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Demonstrate knowledge of theoretical concepts of compensation management.
2. Apply the conceptual understanding of recruitment and selection in business setting.
3. Describe the objectives, steps and challenges of compensation management in India.
4. Identify key ethical issues in recruitment, selection and compensation management.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Overviewof Recruitment, Selection and Compensation in HRM	• Understand the important features of recruitment,selection and compensationfor a company.	Plight of an Intelligent Management Trainee (Textbook Case)	1
Job AnalysisandDesign	• Understand theimportance of Job Analysis. • Understand theprocessesof Job analysisanddatacollection.	E-commuting: A budding technology in India	4

	• Gain understanding of job description, job specification and challenges affecting theeffectivenessofJob analysis		
Recruitment Challenges	• Understand the challenges faced by HR managers in recruitment process.	Lectures/discussion	6
Recruitment Sources	• Know variousexternal and internalsourcesofrecruitment. • Understand proactiveandreactiverecruitmentsources. • Gain understanding of electronic and traditional waysof recruitment and know the advantages ofusingelectronic formsofwebsources.	Rationality of PromotionPolicy in a Software Unit (Textbook case)	6
Test-1	**MCQs from chapter 1, 2, 3 and 4** (Assessment of conceptual and application knowledge about the topics)		
Selection Planning	• Understand the phases in selection process. • Know applicationblankand entriesinatypicalform and	Videos on Efficiencyon SelectionProcessvis–a-visLaborTurnover	7

	resume.		
Selection Process	• Know the types ofpreselectiontests. • Understand reliability and validityissuesofselectionto ols. • Identify different types of selections tests including computer based test and understand difference between twotypesof tests.	Lectures/discussion	7
Selection–Tests	• Gain understanding about the varioustypes ofselectionstests. • Knowwhatthedifferenttypes ofPersonality, Performance tests are. • Knowabout assessmentcenters, integrity testing,drug and graphologytesting.	Lectures and Videos	7
Interviewing the candidates	• Know how to create basic questions forthe interview • Understand various kinds of competencybasedquestion . • Understandtypesof	Mock Interviews are conducted	7

	interviews.		
Reference andBackgroun d check	• Know the differencebetween reference checkandbackground check. • Understand guidelines f o r obtaining information about Candidates.	Lectures	7
Nature of Compensation	• Understandvarious forms of compensation. • Know the methodsof jobevaluation. • Know theunderlyingtheories of compensation. • Understand challenges of compensationandhow to overcomethem.	PareekLaboratories (TextbookCase)	14
PayStructures	Understand the factorsdeterminingpay rates. Understand different pay structuresofmanagerial and professionaljobs. Know theincentiveschemesfor individualandexecutives. Understandorganizationalvariabl	NatcoCarLimited (TextbookCase) Handson Calculating variable pay/rate	14

	e payplans.		
Employee Benefitsand Service	Understandthebenefit mechanism. Understandinsurancebenefits andadvantagesofhavingit. Know the variousemployees' servicesbenefitsand flexible benefitprograms.	Lectures and videos	15
Test- 3	PowerPoint presentations of group projects (Assessment of conceptual and domain specific knowledge)		
End-term exam	Assessment of conceptual and applied based knowledge. Ethical awareness is not explicitly examined during the test but it is an integral part of regular class discussion.		

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 I	1	**5**
Test I (MCQs)	2	**15**
Test II (Descriptive)	3 (Mid-term exam)	**20**
Class Participation II	4	**5**
Test III (Group Projects)	5	**15**
End exam (Descriptive)	6 (At the end of the semester)	**40**
	Total	**100**

Electronic and Web resources: Google Drive, YouTube

Recommended Textbook:

Durai Pravin.(2011)'*HumanResourceManagement'*, 2nd edition,PearsonPublications.

Suggested Books:

- Phillips, Jean andGully,Stan (2012) *"StrategicStaffing,"2nd edition.*Pearson Publications
- Arthur,Diane(1998).*"Recruiting,Interviewing,Selecting&OrientingNewEmployees,"3rd edition.*Amacom Publishers.
- Roberts,Gareth (2008).*"RecruitmentandSelection,"2nd edition.*Jaico Publishers.
- Milkovich,George,Newman,JerryandVenkataratnam,C.S.(2009).*"Compensation." 9th edition,* Tata McgrawHill.
- Henderson,RichardI.(2009).*"CompensationManagementinaKnowledge–basedworld,"10th edition,*Pearson Publications

Course Code: SHIT451

Course Name: Business Analytics

Course Objectives:

This course gives an introduction to the field of business analytics, which extensively use data, statistical and quantitative analysis, exploratory andpredictive models, and fact-based management to take decisions and actions. It includes meaning and use of various business modeling techniques likePredictive, Clustering and Association techniques. Text and web mining methods are also discussed along with the application of data mining techniques tobusiness decision making situations. In addition to working with software, students actively participate in the delivery of this course through case and project presentations.

Learning Outcome of the Course:

1. Business problems and to support managerial decision making.
2. Become familiar with the processes needed to develop, report, and analyze business data.
3. Learn how to use and apply selected business analytics software to solve the business problem.

Course Study Plan:

Introduction to Business Analytics	What is Business Analytics? Business Intelligence Data mining; Business Analytics cycle 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.	To discuss the origin of business analytics, cycle, text mining evolution of big data, insight into the tools and techniques of Business analytics	Develops the skills needed to extract intelligence and value out of the data.
Introduction to Data warehouse	Concepts of data warehouse. Need for a data	To introduce and lead to the need for data mining	The need for big data and data mining

	warehouse. Difference between operational data and warehouse data		
Pre-Midterm Test			
Data analysis using EXCEL	Introduction to Analysis pack	To introduce the statistical analysis using EXCEL	To have hands-on experience on EXCEL Analysis Tool pack
Introduction to data Mining	From data warehousing to data mining, What is data mining?, Difference between data mining and statistics, data ware house	To introduce data mining and the difference between data warehouse, statistics and data mining,	To bridge the gap between traditional statistics, and data mining
Data Mining Process	Data Mining in Knowledge Discovery in Databases, Data mining functionalities like Association Analysis, Classification and Prediction, Cluster Analysis, Outlier Analysis	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.
Description and Prediction	Directed Data mining models, Profiling and Predictive modeling	To understand the models, methodology for directed data mining.	Translate the business problem into data mining problem.
Data mining classical Statistical techniques	Multiple Regression, Logistic Regression, Discriminant Analysis	To understand the most widely used Predictive modeling techniques.	This enhances quantitative ability in developing a regression model which leads to forecasting and decision making
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.
Decision Trees	Classification. Classification by Decision Tree Induction	To understand Classification, Prediction. Classification by Decision Tree Induction.	Helps in applying decision trees for a business problem in decision making
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
Project Presentations			

Evaluation:

Recommended Textbook:

- E. Turban, R. Sharda, J. Aronson, and D. King, "Business Intelligence: A Managerial Approach", Pearson Prentice Hall, 2008.
- Gordon S. Linoff and Micheal J A Berry, "Data Mining Techniques for Marketing, Sales and Customer Relationship Management", Wiley Third Edition.

Suggested Books:

- Sahil Raj, "Business Analytics", Cengage Learning
- S. Christian Albright, Wayne L. Winston, "Business Analytics", Cengage Learning

Course Code: SHFI451

Course Name: Security Analysis & Portfolio Management

Course Objectives:

- Understanding the theoretical concepts in the field of investment
- Applying the theories of investments into practice for hands on experience.
- Designing and managing the bond as well as equity portfolios in the real word.
- Valuing and evaluating equity instruments; managing the mutual funds and measuring the portfolio performance.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Apply concepts & theories of security analysis and portfolio management to real life investment problems.
- Develop the domain specific knowledge and critical thinking abilities for effective investment decision-making.
- Develop, execute and evaluate the success of investment programs.
- Identify strategies and key success factors for success in securities market.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Introductory Session	Understanding the Role of Security Markets in Economy	Lecture	Ch: 01
The Organization and Mechanics of Indian Security Markets	Becoming familiar with financial markets and their microstructure, and financial instruments.	Lecture	Ch: 02
Various Types of Security Markets and their Functions	Extended understanding about financial markets and their functions.	Demonstrating securities markets using NSE and BSE platform	Ch: 03

Risk and Return	Knowing the theories and models related to risk returns and their implications	Microsoft Excel Activity	Ch: 04
Test-I			
Options and Futures/Forwards	Understanding financial derivatives, their use, scope and applications	Derivative Instruments valuation using Excel	Ch: 17 & 18
Fundamental Analysis	Understanding of how accounting transactions influence operating decisions and how ratios can be helpful in analyzing the profitability and health of a firm; Techniques of Valuing equity	Lecture and Excel Activity	Ch: 13, 14, & 15
Test-II			
Technical Analysis of Security Pricing	Familiarity with the methods of technical analysis	Charting techniques with Excel and charting software	Ch: 16
Market Efficiency and Behavioral Finance	Learning why market efficiency is important and how to test the weak/semi-strong/strong form of efficiency in a market	Lecture	Ch: 09 & 10
Portfolio Theory and portfolio Management	Learning the portfolio theory, concept of diversification, and efficient portfolio Learning how to create minimum variance portfolio	Excel activities	Ch: 07
Current issues/innovations in financial markets	To know the concurrent issues related to financial world	Lecture	Ch: 25 & 26
Closing Thoughts		Lecture	

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	1	5%
Test 1	2	15%
Mid-Term Exam	3	20%
Class Participation 2	4	5%
Test 2	5	15%
End Term Exam	6	40%
Total	7	100%

Electronic and Web resources: Swayam Videos, Syndicated Databases

www.nseindia.com
www.bseindia.com
www.moneycontrol.com
CMIE-Prowess Database

Recommended Textbook:

Investment Analysis and Portfolio Management – Prasanna Chandra (McGraw Hill Education 5e)

Suggested Books:

1. Security Analysis and Portfolio Management – Fishcer and Jordon (Pearson Education)
2. Investment Analysis and Portfolio Management – Reilly and Brown (Cengage Learning)

Course Code: SHMM451

Course Name: Retail Management

Course Objectives:

- To inculcate managerial skills required for retail business
- To develop an outline for identifying and analyzing managerial problems in retail business.
- To outline and execute competitive retail management strategies.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Apply retail management concepts and theories in business situations.
2. Evaluate retail management problems and identify appropriate solutions.
3. Identify strategies and key success factors governing retail business.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapter
Introduction to Retailing	Understanding the Concept of Retailing and its scope	Lecture	1
Functions of Retailer	Key functions of retailer in Value chain process	Lecture	
Types of Retailer and Multi-channel Retailing	Differences among the various retail formats Retail mix of different retail formats Benefits and Challenges of different retail formats	Lecture	2&3
Consumer Buying Behavior in Retailing	Customer Buying behavior process in retail purchase Retailers actions to fulfills various buying decisions Retail segmentation criteria	Lecture & Case	4

Retail Strategy	Sources of competitive advantage for retailers Strategies for retailers to operate in given market	Lecture & Case	5
TEST-1	**Sessions 1 to 10 Chapters - 1, 2, 3, 4,**	***TEST-1 – (AOL-Assessment of Conceptual Knowledge- Descriptive test on fundamental retail concepts)***	
Retail Location Strategy	Importance of location for retailers Strategic decisions involved in selecting location for retail store	Lecture	7& 8
Customer Relationship Management	Customer profitability segmentation Identifying opportunities to increase share of wallet	Lecture & Class Activity	11
TEST-2	**Sessions 10 to 27 Chapters –1,2,3.4, 5, 7, 8,**	***TEST-2 (AOL- Assessment of Conceptual and Critical Thinking- Descriptive test based on Application based questions)***	
Merchandise Management	Understanding about purchase system Identifying right Inventory management Buying and sourcing private labels Insights into Visual merchandising	Lecture	12& 14
Retail Pricing	Price as a competitive strategy, Different pricing strategies followed by retailers	Lecture	15

Store Layout	Importance of ambience to layout Store design to enhance customer experience	Lecture& Class Activity	18
Information system and Supply Chain Management	Role of IT in Retail operations modern technologies used in retailing	Lecture	10 & 19
Customer Service in retailing	Different approaches of offering superior customer service	Lecture	
Retail Communicatio n Mix	Retail promotions Advertising by retailers Identifying appropriate retail mix	Lecture& Class Activity	16
Project Presentations	Ability to interpret the conceptual knowledge in real time retail operations. Ability to identify appropriate solutions real time retail problems.	Presentations by students on the project reports	
	End semester Exam	**AOL- Assessment of Conceptual Knowledge and Critical Thinking**	

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	**15**
Test II	3	**20**
Project report	4	**15**
End exam	At the end of the semester	**40**
	Total	**100**

Electronic and Web resources: Swayam Videos, Syndicated Databases

Recommended Textbook:

Retail Management by Micheal Levy and Barton Weitz. Eighth Edition, 2011, Tata McGraw Hills

Suggested Books:

Retail Management: A Strategic Approach by Burman and Evans, Eleventh Edition, 2010, Prentice Hall

Course Code: SHBK451

Course Name: Principles & Practices of Banking

Course Objectives:

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

- To develop managerial skills and competencies required for managing banking businesses.
- To develop a framework for recognizing and analyzing management problems in Banking sector
- To appreciate the importance of Indian Financial system and Banking industry, products and services of banking industry, banking law, principles of lending, financial ratios and decisionmakingandfinancialawareness.
- Apply various tools and techniques in the lending decisions.

Learning Outcome of the Course:

Upon completion of this course, students are expected to :

1. Understand, appreciate and acquire the knowledge of banking concepts and the fundamental knowledge ofbanking;
2. Comprehend the process of banking operations and new technology ofbanking
3. Recognize the process of deposit, loan, bank account opening and newinstruments
4. Appreciate and demonstrate the change in banking operations according to thetechnology.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
The Indian Financial system and Banking System	Conceptualize the importance of features of financial instruments traded and financial markets in the India Understand and appreciate the concept of banking and different types of banks operating in the country. Understand the significance and role played by regulatory authorities in the country	https://www.youtube.com/watch?v=WOozUiNRd5M https://www.youtube.com/watch?v=Bqyek4dnycM	1
Functions of the Banks and Rights and Duties of a Bank	Understand thefunctionsof commercial banks in India. Appreciate the significance of therights (Lien, setoff and appropriation) and duties of the bankers	https://www.youtube.com watch?v=v8TGTuPBqF0 https://www.youtube.com watch?v=fTTGALaRZoc https://www.youtube.com watch?v=-6Omjef4R0k	2
Types of deposit, Opening of accounts, KYC, Special types of Customers	To understand various types of deposits To appreciate various types of Opening of accounts for various customers.	Class Exercise	3
TEST-1	**Sessions 1 to 13**	*TEST-1* **Chapters - 1, 2& 3**	
Negotiable Instruments Act 1881, Principles of lending and plastic cards	To understand differenttypesofchequesandcrossing, To appreciate the principlesoflendingofthebanker, Tocomprehenddifferent typesofplasticcardsinbankingoperation.	https://www.youtube.com/watch?v=Pt-vYoDbgm8	12,13, 14,17 & 23
Credit policy of a bank and Pre-sanction appraisal of loans	To comprehend the norms of Priority sector advances classification for providing loans To appreciate Targets and sub-targets of lending, Exposure norms, Pre- sanction and appraisal of loans		18
Mid Term	**Sessions 1 to 24**	**Chapters - 1, 2& 3, 12,13,14,17&23**	

Charge creation, Corporate lending and Non- Fund based lending	To appreciate the nuances of Lien, Hypothecation, Mortgage, Pledge, Assignment, To cognatize corporate lending and Non-Fund based lending	https://www.youtube.com/watch?v=Pg2uDsfGRaE	25
Types of lending and asset classification norms	To comprehend norms of various types of Lending loans - Personalloans,Educationloans,Loans against gold, Mortgage loans,Housing loans		18
Recovery measures, The law of Limitation, Customer service in banks, Redressal of customer grievances	To recognize of Recovery measures of loan, and the law of limitation. To appreciate the customer services in banks, redressal of customer grievances.		17
TEST-2	**Sessions 25 to 41**	**Chapters -17, 18&23**	
Financial awareness	To appreciate the essence of Reserve requirements, Liquidity adjustment facility, Capital adequacy Ratio, To understand the aspects of Asset liability management, Financial Inclusion. To apply the concepts like Bank rate /PLR / BPLR / Base rate etc.,Monetarypolicyasaneffective tooltocontrolinflation,Corebanking solution, To recognize the SalientfeaturesofBR/RBI act.	https://www.youtube.com/watch?v=50p_6jAd9GQ	1

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	**15**
Mid term Exam	3	**20**
Test II	4	**15**
End exam	At the end of the semester	**40**
	Total	**100**

Electronic and Web resources: Swayam Videos, Syndicated Databases

Recommended Textbook:

- **Principles and Practices of Banking** - by The Indian Institute of Banking and Finance :3rd Edition, 2015,Macmillan publications

Suggested Books:

- **BankingandFinancialSystemofIndia**:byVarshneyandSundaram, 24th Edition, 2013,SultanChand.
- **Bank Management**: by Vasant Desai, 2010, Himalaya Publication

Course Code: SHMM452

Course Name: Internet Marketing & E-Commerce

Course Objectives:

- To make students comprehend the theories and concepts underlying internet marketing and e-commerce.
- To make students appreciate current challenges and issues regarding internet marketing and e-commerce.
- To make students comprehend the various marketing mixes and related implications of internet marketing for customer relations.
- To make the students familiar with the internationalization and localization issues of international e-Marketing and e-commerce.

Learning Outcome of the Course:

Students will learn:

1. To develop an understanding of the background, current state and future potential of e-marketing.
2. To learn about e-marketing's important role in a firm's overall integrated marketing strategy.
3. Strategic planning and the way companies seek to achieve their objectives through strategies involving e-business and e-marketing.
4. To become familiar with common e-business models implemented at different organizational levels and with the application of performance metrics to monitor the progress towards objectives.
5. To explain the importance of creating an e-marketing plan and present the seven steps in the e-marketing planning process.
6. To see how marketers incorporate information technology in plans for effectively and efficiently achieving e-business objectives.
7. To understand the main country-by-country differences in internet access and usage as a foundation for segmenting and targeting specific markets.
8. To learn about barriers to internet adoption and e-commerce in emerging economies and to see how these barriers are addressed.
9. To explore the ethical and legal issues that e-businesses face in marketing online.
10. The current and emerging issues that have caused concern among a variety of stakeholders, including e-businesses and consumers.
11. Why and how e-marketers turn e-marketing research into marketing knowledge.

12. The three categories of internet data sources, considerthe ethics of online research, discover ways to monitor social media, look at key database analysis techniques, and explore the use of knowledge management metrics.
13. To develop an understanding of the online consumer population.
14. To explore the context in which online consumer behavior occurs, the characteristics and resources of online consumers, and the outcomes of the online exchange process.
15. To examine the various bases for market segmentation and the classifications and characteristics of e-marketing segments and to give examples of product differentiation and positioning strategies for e-marketing.
16. To understand the size and growth of various market segments on the internet.
17. To analyze the development of consumer and business products that capitalize on the internet's properties and technology by delivering online benefits through branding, support services and labeling.
18. To become familiar with the challenges and opportunities of e-marketing enhanced product development.
19. To examine how internet technology is influencing pricing strategies.
20. To understand both buyer's and seller's perspectives of pricing online, consider whether internet is an efficient market, and learn about fixed pricing as well as the return to dynamic pricing, such as online auctions.
21. To develop an understanding of the internet as a distribution channel, identify online channel members, and analyze the functions they perform in the channel.
22. How internet presents opportunities to alter channel length, restructure channel intermediaries, improve performance of channel functions, streamline channel management, and measure channel performance
23. To understand internet as a tool for efficiently and effectively exchanging marketing communication messages, between marketers and their audiences.
24. How each marketing communication tool can carry messages over the internet and which are the most effective.

Course Study Plan:

S.No	Topics	Teaching Objective
1	Past, Present and Future	· Describe the E-Marketing landscape · E-Marketing's past: Web 1.0
		· E-Marketing today: Web 2.0 · The future: Web 3.0
2	Strategic E-marketing and performance	· Describe strategic planning · Environment, strategy and performance

	metrics	· From strategy to electronic strategy · E-business models · Performance metrics inform strategy · The balanced scorecard
3	The E-marketing plan	·Creating an e-marketing plan · A seven-step e-marketing plan
4	Building inclusive e-markets	· Overview of global e-marketing issues · E-commerce payment and trust issues · Technological readiness influences marketing · The digital divide · Building inclusive e-markets
5	Ethical and legal issues	· Overview of ethics and legal issues · Privacy within digital contexts · Digital property
	NCP1	Evaluation of the students
6	E-marketing research	· Data drive strategy · Marketing knowledge management · Primary research steps · Internet based research approaches · Data analysis and distribution
	Mid-Term Examination	Evaluation of the students
7	Consumer behavior online	· Consumers in the twenty-first century · Inside the internet exchange process
8	Segmentation, targeting, differentiation and positioning strategies	· Segmentation and targeting overview · Market segmentation bases and variables · Targeting online customers

		· Differentiation online · Online positioning bases
9	Product: The online offer	· Product benefits · New product strategies for e-marketing
10	Price: The online value	· The internet changes pricing strategies · Pricing strategies
11	The internet for distribution	· Distribution channel overview · Online channel intermediaries · Functions of a distribution channel
12	E-marketing communication tools	· E-marketing communication · Internet advertising · Marketing public relations · Sales promotion offers · Direct marketing · Personal selling
13	Project :Google Adwords, presentations & recap of important topics	Recap of topics, project presentations

Evaluation:

5%- Class Participation (CP1, Pre-Mid Term),

15%- Non-class Participation (NCP1, Pre-Mid Term),

20%- Mid Term Exam,

5%- Class Participation (CP2, Post Mid-Term),

15%- Non-class Participation (NCP2, Post Mid-Term),

40%- End Term Exam

Recommended Textbook:

- E-Marketing Seventh Edition by Strauss and Frost, Pearson Education

Suggested Books:

- Digital Marketing, Oxford University Press by Vandana Ahuja

Course Code: SHFI464

Course Name: Business Taxation

Course Objectives:

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

- Compare and contrast Direct taxeswith Indirect taxes.
- State and apply basic principles of Income Tax Act, 1961inIndia.
- Distinguish and interpret the taxing method for different entities in India.
- Identify the basic policies and principles of GST in India.

Learning Outcome of the Course:

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

- Develop conceptual knowledge relating to taxation in India.
- Differentiate between Direct and Indirect taxes.
- Evaluate the taxable income of different entities in India.
- Determine the tax liability of different entities in India.
- Gain familiarity about GST in India.

Course Study Plan:

Topic / Area Covered	Learning Outcomes	Reading article / Lecture/ Activity	Chapters
Introduction to Taxation	Understanding and appreciating why taxation is important	Introductory session	
Basics of Taxation: Historical evolution of Taxation from Ancient to British System; Terms like Tax, Duty, Fee, Levy, Fine, Cess, Excess, Imposition etc.	Understanding how the taxing system came into existence in India	Lecture	1
Income Tax Law: Progressive taxation policy, Classification of Taxes – Direct and Indirect taxes, Budget, Annual Finance Act, Important Definitions in the Income Tax Act, 1961: Assessee, Person, Income, Revenue, Capital, Deductions, Exemption, Investment Allowance Basis of Charge and Rates of Tax	Understand the types of taxation systems in the world, meaning and usage of different terms; and different rates of taxes applicable	Lecture / calculations	1
Determination of Residential Status for all	Understand and calculate	Lecture /	2

Assessees; Resident and Ordinarily Resident; Resident but not Ordinarily Resident and Non Resident;	the residential status of different types of persons	calculations	
Domestic Income, Foreign Income, Incidence of Tax; Deemed Receipt and Accrual of Income in India: Section 68 – 72; Incomes Which Do Not Form Part of Total Income (Exempted Incomes) – Agricultural Income and Partly Agricultural and Partly Commercial – Example – Tea Industry	Understand the importance of the source of income, incomes exempt from tax, treatment of agricultural income	Lecture / calculations	2, 3, 12
Class Test 1	**Sessions 1 to 11**	**Chapters 1, 2, 3, 12**	
Income from House Property: Application of Section 22 in Certain Typical Situations; Property Income Exempt from Tax; Computation of Income from a Let-out House Property; Income from Self-occupied Property; Deemed to be Let-out in case of self-occupied; taxability of arrears of rent	Understand the provisions relating to computation of Income from self-occupied, let-out, and deemed to be let-out houses	Lecture / calculations	5
Profits and Gains of Business or Profession: Basic Principles governing computation of Income from Business or Profession; Methods of Accounting; deductions claimable under the provisions of the Act; Deductions expressly allowed in respect of expenses or allowances; Depreciation; Scientific Research; Acquisition of Patent Rights, Copyrights, Knowhow; License Fee; Bad Debts; Write offs allowance for animals; Amounts Expressly disallowed under the Act: Payment to relative; payments exceeding the specified limits made in cash; provision for payment of gratuity; disallowance of expenditure incurred in connection with Income tax; Disallowance of unpaid liability; Deemed Profit; Income from undisclosed sources	Understand the provisions relating to computation of depreciation allowable as per IT Act; computation of profits from business and gains from profession	Lecture / calculations	6
Mid Test	**Sessions 1 to 24**	**Chapters 1, 2, 3, 5, 6, 12**	
Income from Salaries: Tax Treatment of different forms of salary income; (1) Basic Salary; (2) Allowances – Fully Taxable Allowances; Partly Taxable Allowances; and Fully Tax Free Allowances; Allowances to employees of Hill Areas and Special Areas; (3) Perquisites: Valuation of Perquisites; Rent Free Accommodation; Provision of Motor Car With or Without Chauffer; Any other Provisions like Gardener,	Understand the provisions relating to computation of basic salary, allowances, perquisites and profits in lieu of salary	Lecture / calculations	4

etc. (4) Profits in Lieu of Salary			
Capital Gains: Capital Assets; Types of Capital Assets; Transfer; Short Term; Long term; Computation of Capital Gain; Cost of Acquisition; Cost of Improvement; Indexed Cost of Acquisition; Indexed cost of Improvement; Capital Gains Exempt from tax; Exemption for capital gains arising on transfer of Residential House, Land used for Agricultural Purpose; Land and Building forming part of Industrial undertaking; Shifting of industrial undertaking from an urban area; Extension of Time Limit for Acquiring of New Asset	Understand the provisions relating to computation of capital gains for short-term and long-term; deductions available; and taxing provisions	Lecture / calculations	7
Income from Other Sources: Basis of Charge; Dividend; Winning from Lotteries; Crossword Puzzles; Horse Races; Card Games; Interest on Securities; Composite or Non-composite Income from Letting out Plant, Machinery furniture or any other assets; Interest on KVP, IVP, NSC, etc.	Understand the provisions relating to computation of income from casual incomes and other sources	Lecture / calculations	8
Class Test 2	**Sessions 25 to 40**	**Chapters 4, 7, 8**	
Computation of GTI – Set off and Carry Forward of Losses	Understand the provisions relating to Set-off /Carry forward of losses; and calculate GTI	Lecture / calculations	9, 10
Deductions from GTI	Understand the provisions of various deductions available u/s 80 of the Act	Lecture / calculations	11
Net Income, Taxable Income of Individual, HUF, Firm, Company	Understand and appreciate calculation of taxable income	Lecture / calculations	13, 14
Goods and Services Tax (GST)	Introduction to GST	Lecture	20
Contribution of Indirect Taxes in Indian Economy; Need for GST -Benefits of GST	Understand and appreciate the need for GST introduction	Lecture	20

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 Test 1	1	**15**

Class Participation 1	2	**5**
Mid Test	3	**20**
Class Test 2	4	**15**
Class Participation 2	5	**5**
End exam	At the end of the semester	**40**
	Total	**100**

Recommended Textbook:

Dr. Vinod K. Singhania and Dr. Monica Singhania, Student Guide to Income Tax including GST, Taxmann Publications Pvt. Ltd, 61/e.

Suggested Books:

1. Dr. Sanjeev Kumar, Systemic Approach to Indirect Taxes, Bharat Law House
2. V.S. Datey, All About GST – A Complete Guide to Model GST Law, Taxmann Publications
3. Income Tax Act, 1961
4. Income Tax Rules, 1962

Semester 6

Course Code: SHHR462

Course Name: Leadership & Change Management

Course Objectives:

- To develop understanding ofLeadership concepts and the impact of leadership on organizational performance.
- To understand the major theories, motives and team dynamics associated with leadership.
- To know the importance of ethics and social responsibility towards effective leadership in organization.
- Identify the role of leadership in enhancing creativity and innovativeness.
- To understand the concepts of change management, models, interventions and how to facilitate changes in the organization.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Develop a holistic understanding about the concepts, theories and role of leadership in enhancing business practices.
2. Apply leadership and change management concepts & theories to address business problems.
3. Identify key principles of ethical and moral leadership.
4. Identify the challenges faced in the process of change management and how organizational leaders handle resistance toward changes from employees.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
The Nature and Importance of Leadership	• Define Leadership and how it is different from management. • Describe the influence of leadership upon organizational performance. • Identify several important leadership roles. • Identify the major satisfaction and frustration associated with leadership role. • Describe a framework for understanding Leadership • Recognize how leadership skills are developed. • Identify the collaboration between leaders	Lecture/ video on difference between leader and management	1

	and followers.		
Personal Attributes of Leaders **(Traits, Motives,** **andCharacteristics of** **Leaders)**	• Identify general and task-related traits that contribute to leadership effectiveness. • Describe how cognitive intelligence contributes to leadership effectiveness. • Identify key motives that contribute to leadership effectiveness. • Describe cognitive factors associated with leadership effectiveness. • Discuss the heredity versus environment issue in relation to leadership effectiveness. • Summarize the strengths and weaknesses of the trait approach to leadership.	**Lecture & Class discussion**	3
Charismatic andTransformationalLeadership	• Describe many of the traits and behaviors of charismatic leaders. • Explain the visionary component of charismatic leadership. • Explain the communication style of charismatic leaders. • Explain the attributes of transformational leaders. • Identify the impact of charismatic and transformational leadership on performance and behavior. • Describe the challenges about charismatic leadership	**Lecture / videos on traits of charismatic leader**	4
LeadershipBehaviors, Attitudes and Styles	• Explain the classic leadership dimensions of leadership behavior. • Describe the task- oriented and relationship- oriented leadership behaviors and attitudes. Explain how leaders use 360- degree feedback to improve their performance. • Describe autocratic, participative leadership styles and leadership grid styles. • Explain the gender differences in	**Lecture & Class discussion**	8

	leadership style • Describe how to choose the most appropriate leadership styles.		
NCP- 1		MCQ test	1,3,4,8
Contingency andSituationalLeadership	• Describe how the situation influences the choice of leadership behavior. • Explain an overview of the contingency theory of leadership effectiveness. • Explain the path-goal theory and Situational Leadership of leadership. • Explain the use of normative decision model to determine the most appropriate decision-making style in a given situation. • Explain the basics of leadership during a crisis • Explain how evidence- based leadership can contribute to contingency and situational leadership.	**Lecture**	9
Leadership Ethicsand SocialResponsibility	• Identify key principles of ethical and moral leadership. • Differentiate between ethical and unethical behavior through the practices of business leaders. • Describe what leaders can do to foster an ethical and socially responsible organization. • Explain the link between business ethics, social responsibility and organizational performance.	**Lecture**	5
Power, Politics,and Leadership	• Recognize the various types and sources of power. • Identify the tactics of becoming an empowered leader. • Know how to use delegation to support empowerment. • Describe both ethical and unethical political behaviors. • Explain how a leader can control dysfunctional politics.	**Lecture**	11

Influence Tactics of Leaders	• Describe the model of power and influence. • Identify the various influence tactics • Describe how implicit leadership theories are related to a leader's ability to influence group members.	**Lecture**	10
DevelopingTeam work	• Explain the leader's role in a team-based organization. • Identify what actions can be taken by a leader to foster teamwork. • Explain the potential contribution of outdoor training for team development. • Describe how the leader– member exchange model contributes to an understanding of leadership	**Lecture**	6
Motivation andCoaching Skills of a Leader	• Identify and describe leadership skills linked to expectancy theory. • Describe goal theory. • Describe how leaders can motivate others through recognition. • Describe how leaders can motivate using social equity theory. • Understand the characteristics of coaching • Describe how executive coaches help enhance leadership skills.	**Lecture**	7
Creativity,Innov ation, andLeadership	• Identify characteristics of creative leaders. • Identify the steps in the creative process. • Explain ways to overcome traditional thinking in order to become more creative. • Explain how the leader and the organization can establish a climate that fosters creativity. • Identify several leadership practices that contribute to organizational innovation	**Lecture**	13

International andCulturally DiverseAspectsLeadership	• Explain the advantage of managing diversity. • Describe how cultural values influence leadership practices. • Explain the contribution of cultural sensitivity and cultural intelligence to leadership effectiveness. • Identify leadership initiatives to enhance cultural diversity.	Lecture	2
LeadershipDevelopment andSuccession	• Explain how leaders develop through self-awareness and self-discipline. • Explain how leaders develop through education, experience, and mentoring. • Describe the nature of leadership succession	Lecture	15
Introduction tochange	• Identify different types of change and why ongoing change is important • Know why people resist change • Learn the psychological processes involved in making major changes	**Lecture**	1 from Book 2
Models of Change	• Describe the various change management models • Explain the use of different models in different situations.	**Lecture**	2 from Book 2
Skills of changeagent	• Identify the skills and abilities required to be an effective change agent • Explain the perspectives of change agent at group and individual level.	**Lecture**	8 from Book 2
Designing Organizational Interventions	• Describe the various organizational interventions used towards changes. • Explain the human resource strategic interventions towards change management.	**Lecture**	7 from Book 2
NCP 3: Group presentations based on applications of topics from the courses content of Leadership and Change Management			

Revision

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	1			**5**
Test I	2			**15**
Test II	3			**20**
Class Participation 2	4			**5**
Test III	5			**15**
End exam	At the end of the semester			**40**
	Total			**100**

Electronic and Web resources:

1. https://www.youtube.com/watch?v=ybc-DpFD4xk on assessing the differences between leadership and management.
2. https://www.youtube.com/watch?v=SEDvD1IICfE&t=595s on assessing the traits of charismatic leader.

Recommended Textbook:

1. **Principles of Leadership** by Andrew J. DuBrin , Seventh (9th) Edition, Cengage Learning
2. **Organization Development & Change**, Thomas G. Cummings, Christopher G. Worley, 10th Edition, Cengage Learning

Suggested Books:

1. **Leadership-** Yukl, Gary. Leadership in Organizations, Pearson, Sixth Edition
2. **Change Management-** Organization Development French and Bell, Pearson, Sixth Edition
3. **Change Management-** Organization Change and Development, R.G.Priyadarshini, Cengage Learning

Course Code: SHGM462

Course Name: Management Control and Information Systems

Course Objectives:

- To introduce theory and practice of management control in a business.
- To understand the concept and importance of strategic planning, management control and operational control
- To understand the management control system – structure and process, types of control systems
- To understand types of organization structure, strategies, goals & objectives and behavior in organization
- To understand the management control information and control process
- To understand the key success variables and measures of performance, financial control and ratio analysis
- To understand the management control in projects

Learning Outcome of the Course:

- Demonstrate understanding of management control in an organization
- Demonstrate an understanding of the strategic planning, difference between planning and control & management control and operational control
- Demonstrate understanding of the management control systems, responsibility center – importance & types, measurement of inputs and outputs
- Demonstrate an understanding of various types of organization structure – advantages & disadvantages, organizational strategies, goals & objectives
- Demonstrate an understanding of management control information and control process – operating budget, fixed and flexible budget, standard costing and variance analysis
- Demonstrate an understanding of the key success variables and measures of financial goals, financial control and ratio analysis
- Demonstrate an understanding of management control in projects

Course Study Plan:

Sl. No	Topic(s)	Content	Teaching Objective	Learning Outcome	Chapter Reading
1.	Basic concept	• Management	Introduce the	Understand the	Pg.1-8

	of management control system	• Control • System • Management process and control • Activities in management control • Purpose and scope of management control	concept of management control system	basics of management control system – activities, scope and control	
2.	Strategic planning, Management control and operational control	• Strategic planning • Planning and control • Operational control • Management control • Characteristic features of management control system • Some distinctions between strategic planning and management control • Some distinctions between operational control and management control	Explain about strategic planning, management control and operational control	Be able to describe the strategic planning, differentiate between planning and control, understand operational control& management control along with differences between them	Pg.9-18
3.	Management control system - structure and process	• Management control system • Structure – Essential elements of	Explain the structure and process of management control system	Understand the structure of management control system including types of	Pg.19-29

		responsibility centers, Measurement of inputs and outputs • Types of responsibility centers – Expense center, Revenue center • Business unit as a responsibility center • Process		responsibility centers, expense center, revenue center, formal and informal communication, work ethics, management style and culture	
4.	Adaptive control system - design, system and culture	• Adaptive control system • Formal system • Informal control system • Sub-system details	Explain about adaptive control system, formal & informal control systems, sub-systems	Understand adaptive control system, importance of formal &informal control system and sub-system details – management style and culture, infrastructure, control process, coordination and integration, rewards	Pg.30-37
5.	Organization structure	• Different organization structures • The choice of the best system	Explain about various organization structures and how to choose best system	Understand about the functional organization, divisional organization, matrix organization and able to choose the best system	Pg.38-45
6.	Behaviour in Organization	• Managerial behavior • Goals and control • Perception • Motivation	Explain about the behavior in the organization and related aspects	Understand about the managerial behavior, goals and control, perception, motivation, goals	Pg.46-54

		• Goals and Needs • Goal Congruence • Cooperation and conflict • Organizational climate • Control and people		and needs, goal congruence, cooperation and conflict, organizational climate, control and people	
7.			**NCP-I**		
8.	Strategies, Goals and Objectives	• Strategic formulation • Mission and goal • Goals and objectives • Goals of an organization • Economic goals • Social goals	Explain about the organizational strategies, goals and objectives	Understand about strategic formulation, mission and goal, goals and objectives, goals of an organization, economic goals like profit & profitability, social goals and the non-profit organizations	Pg.55-61
9.	Management control information	• Information and its value • Relevance and precision • Types of information • Management control information • Management Information System (MIS)	Explain about the importance of information for management control	Understand the importance of information and its value for management control, its relevance and precision, types of information and Management Information System (MIS) – Design of MIS, Designing systems and making MIS system effective	Pg.62-67
10.	Control process	• Control process • Budget • Budget and strategic planning • Budgetary control – System and purpose • Preparation of operating, fixed and flexible budget	Explain about management control process including budgetary control, standard costing & variance analysis	Understand about the control process including operating, fixed, flexible & other budgets and standard costing & variance analysis	Pg.78-100

		• Organization for budgetary control • Stages in budgetary process • Functional and other budgets • Cost of sales budget • Standard costing • Variance analysis • Standard costing and Budgetary control			
11.	Key success variable and financial goal-setting	• Key variables or Key success factors • Identifying the key variables • Characteristics of key variables • Key variables – Major areas • Measure of financial goals • Sensitivity analysis or 'what if' analysis	Explain about the characteristics of key variables and how to identify them, measure of financial goals and sensitivity analysis	Be able to identify the key variables or key success factors and understand the characteristics of key variables, measure of financial goals, sensitivity analysis or 'what if' analysis	Pg.101-122
12.	Financial control and ratio analysis	• Financial and Management Accounting • Financial Statement and Control • Analysis of Financial Statements • Techniques of Financial Analysis	Explain about financial statement and control & techniques for analysis of financial statements	Understand the difference between financial accounting and management accounting, financial statement and control, analysis of financial statements, techniques of financial analysis – comparative financial statements, percentage statement, trend analysis, ratio analysis, fund flow and cash flow analysis	Pg.138-157
13.	NCP-II				
14.	Management	• Nature of projects	Explain about the	Understand about	Study

	control in projects	• The control environment • Project planning • Project execution • Project evaluation	management control of projects	the nature of projects, control environment, project planning, project execution and project evaluation	material will be provided
15.	Project operation and Management control	• Difference in management control between project and ongoing operation • Project control and project organization • Budget for project cost control • Project report • Informal reports • Project revision	Explain the difference in management control between project and ongoing operation, project organization and control including cost control, project reports and project revision	Understand the difference in management control between project and ongoing operation , project control and project organization, Budget for project cost control, Project report, Informal reports and Project revision	Pg.182-189
16.	Ethics in Management control systems & processes	• Ethics in management functions & activities • Ethics in control systems & processes • Ethics in project management & control	Explain about the need and importance of ethics in management control systems	Understand the role of ethics in management functions & activities, control systems & processes of operations, production, financial, marketing, information technology, human resources and also in project management & control	Study material will be provided

Evaluation:

Sl No	Component	Weightage
1	Class Participation 1	5%
2	Test 1- Conceptual and Numerical (AOL)	15%
3	Mid-Term Exam	20%
4	Class Participation 2	5%
5	Test 2- Critical thinking and Numerical (AOL)	15%
7	End Term Exam	40%

8	Total	100%

Recommended Textbook:

Management Control Systems, N. Ghosh, 2012, PHI Learning Pvt. Ltd. New Delhi.

Suggested Books:

Management Control Systems by Robert N Anthony & Vijay Govindarajan, 12th Edition, McGraw Hill.
Management Control Systems by Joseph A. Maciariello & Calvin J. Kirby, 2nd Edition, Prentice Hall.

Course Code: SHGM463

Course Name: Governance & Ethics

Course Objectives:

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

1. Define the importance of ethics in business and ethical responsibilities of a business organization.
2. Discuss ethical theories, core concepts of ethical thinking and ethical management practice, frameworks used to guide ethical decision-making.
3. Describe ethical practices specific to management functions.
4. Describe the positive impact of being a socially responsible organization.
5. Define the concept of corporate governance issues and regulatory governance framework for companies.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Possess relevant conceptual understanding of theories and frameworks.
- Resolve ethical dilemmas.
- Develop a suitable framework for assessing ethical actions by management.
- Apply ethical practices in management functions.

Course Study Plan:

Topic	Learning Outcomes	Case/ Reading Article/ Lecture/ Activity	Chapters
Introduction to Ethics	1. Meaning and objectives of ethics 2. Ethics and morality 3. Moral standards	Lecture	1
Business Ethics	1. Meaning, objectives, scope and relevanceof business ethics 2. Foundation of theories of business ethics 3. Teleological theories: Theory of utilitarianism, Theory of virtue ethics, Theory of justice as fairness.	Lecture	2, 3
Ethical Decision Making Process	1. Meaning of an ethical decision 2. Determinants of ethical decision making 3. Process of ethical decision making 4. Limitations in making ethical decision.	Lecture	6

Corporate Code of Ethics	1. Meaning of Code of ethics 2. Contents of a code of ethics 3. Process for preparing a code of ethics, 4. Value and enablers for effective implementation of a code of ethics	Lecture	7
Revision			
TEST-1	Sessions 1 to 12	**Chapters - 1, 2, 3, 6, 7**	
Ethics in HRM	1. Ethics in HRM 2. Employee privacy: Meaning, Importance, Types.	Lecture	10
Ethics in Marketing	1. Unethical issues in offline and online marketing 2. Rights of marketers and consumers 3. Unethical advertising 4. Measures to stop unethical marketing practices.	Lecture	11
Ethics in Finance	1. Ethical issues in finance 2. Unethical issues in finance 3. Causes of unethical practices or frauds 4. Measures to stop unethical finance practices	Lecture	9
Revision			
Mid-Term Examinations	Sessions 1 to 24	**Chapters - 1, 2, 3, 6, 7, 9, 10, 11, 12, 14**	
Ethics in Information Technology (IT)	1. IT related unethical practices in business 2. Prevention of IT related unethical practices in business: Cyber Security	Lecture	12
Ethics in Global Business	1. Ethical issues involve in Global business 2. Dealing with unethical practices in Global business	Lecture	14
Corporate social responsibility (CSR)	1. Meaning, Importance of CSR 2. CSR strategy 3. Forms and dimensions of CSR 4. Stakeholder theory of the corporation	Lecture	15

Corporate governance (CG)	1. Objectives and advantages of CG 2. Theories of CG	Lecture	17
Corporate governance in India	1. Practices in India 2. Corporate governance and its obligations to stakeholders 3. Reasons for recent increase in interest in CG	Lecture	17
Revision			
TEST-3	**Sessions 26 to 39**	**Chapters - 15, 16, 17, 18**	
Whistle blowing-listening to the inner voice	1. Meaning, types, causes, evidences of whistle-blowing 2. Whistle blowers and protection	Lecture	18
Revision			

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	1	**5**
Test-1	2	**15**
Mid-Term Examination	3	**20**
Class Participation-2	4	**5**
Test-2	5	**15**
End exam	At the end of the semester	**40**
	Total	**100**

Recommended Textbook:

- Business Ethics and Corporate Governance (principle and practice) by Dr. S.S. Khanka, S. Chand and Company Pvt. Ltd.

Suggested Books:

- **Perspectives in Business Ethics**by *Laura Hartman and Abha Chatterjee*, Tata McGraw-Hill
- **Corporate Governance in India: An Evaluation** *by S.C.Das,* PHI Learning Pvt. Ltd.

Course Code: SHHR461

Course Name: Training & Development

Course Objectives:

This course intends:

- To develop the conceptual knowledge of training & development process and its application in business.
- Discuss the various training & development methods being practiced in the organization.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Demonstrate knowledge on the key concepts of training & development.
2. Apply training & developmentconcepts in the business setting.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters
Training in Organizations	• Explain the basic concept of training. • Explain the overall training process. • Describe the opportunities in the area of training	**Lecture**	1
Aligning Training with Strategy	• Explain the concepts of strategic planning and its link with training. • Describe the field of organizational development and its relationship with training activities. • Understand and appreciate the difference between HR and HRD	**Lecture**	2
Learning, Motivation, and Performance	• Identify the major factors that determine human performance and their relevance to training. • Understand the processes of social learning theory and its implication in training effectiveness.	**Lecture**	3

	• Explain why different people need different methods to learn the same thing.		
Training Need Analysis	• Understand the purpose of conducting TNA. • Explain the framework for conducting TNA. • Describe the relationship between need analysis and the design and output of training.	**Lecture**	4
Training Design	• Describe the purpose of training objectives, criteria for evaluating such objectives. • Identifying the role of trainee, training design and training in successful facilitation of learning. • Explain the design theory of training and its outcome.	**Lecture**	5
Traditional Training methods	• Describe the purpose, procedures, strengths, and limitations of various training methods being practiced in the organization. • Identify various AV aids and how they enhance training effectiveness.	**Lecture**	6
Test 2 - Mid Term (Assessment of Conceptual knowledge and its application)			
Computer-Based Training Methods	• Understand the importance of computer-based training. • Understand various components of CBT. • Assess the impact of CBT method on learning process	**Lecture**	7
Development and Implementation of Training	• Identify the factors for choosing a suitable trainer. • Explain how to develop the training phase. • Understand the major players in various industries involved in the area of training and development	**Lecture**	8

Evaluation of Training	• Explain the process of evaluation and its merits and demerits. • Enumerating the reasons for evaluating training outcomes. • Describe cost- benefit relationship of evaluating training.	**Lecture**	9
Key Areas of Organizational Training	Describe what organizations are doing in the key areas of training and their importance. • Identify issues that organizations need to consider related to the other training programs.	**Lecture**	10
Employee and Management Development	• Explain the concept of employee development and management development and their importance in the organization. • Understand the steps and process for setting up an employee development plan. • Explain the link between management development and strategic development. • Appreciate why development of executives is so critical to organizational performance	**Lecture**	11
Student Presentation- (Assessment of application of concepts)			
(Assessment of Conceptual knowledge and application of concepts)			

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	1	**5**
Test I	2	**15**
Test II	3	**20**
Class Participation 2	4	**5**

Test III (Group Projects)	5	**15**
End exam	At the end of the semester	**40**
	Total	**100**

Recommended Textbook:

1. Effective Training-Systems strategies and Practicesby Blanchard, P.Nick and Thacker, James W (2010)," (4th Ed), Pearson.

Suggested Books:

1. Noe, R.A. (2010) - Employee Training and Development, 4th Edition, McGraw Hill.
2. Goldstein, L. Irwin (2010), Training in Organizations – Need Assessment, Development, and Evaluation," Cengage Learning, New Delhi.

Course Code: SHOP461

Course Name: Supply Chain Management

Course Objectives:

The objective of this course is to provide an understanding the importance Supply Chain Management in different kinds of industries. The course provides for an integrated view of purchasing, production, warehousing, distribution and other logistics functions.

Learning Outcome of the Course:

- Analyze and interpret the role of supply chain in different business entities.
- Demonstrate the ability to manage demand and supply in supply chain
- Demonstrate the ability to use critical thinking, analysis and synthesis for effective decision making

Course Study Plan:

Sl. No	*Topics*	Teaching Objective	Learning Outcome
1.	**Introduction to Supply chain and Supply Chain Management**	To explain students: • Why Supply Chain Management is needed? • The importance of understanding Supply chain Management. What the various sources of information needed to understand and analyze a company.	Students will learn : • Understand the nature of supply chains and trace the historical perspective, leading to their development and growth. • Discuss the goal of supply chain and explain the impact of supply chain decisions on the success of the firm.
2.	**Understanding the supply chain (objectives, process view of a supply chain-push, pull, push pull, decision phases in a**	• Discuss the Decision phase in supply chain management Discuss the various Process view of supply	• Identify the three key supply chain decision phases. • To understand significance of each decision phase

	supply chain)	chain.	Describe the cycle and push/pull view in supply chain
3.	**Developing the supply chain strategy and achieving strategic fit.**	• Describe the supply chain strategy. • Understand how company adopt the strategy against their competitor Understand how company achieve strategy fit in supply chain	• Explain why achieving strategic fit is critical to a company's overall success. • Describe how a company achieve strategic fit between its supply chain strategy and its competitive strategy Describe the major challenges that must be overcome to manage a supply chain successfully
4.	**Drivers of supply chain performance**	• Discuss the role of each driver in supply chain Understand how each driver play a strategic fit between supply chain strategy and competitive strategy	• Identify the major impellers of supply chain developments • Understand the concept of underlying the philosophy of supply chain management • Identify the major driver of supply chain
5.	**Transportation, Inventory and Information**	• Explain the role of transportation and key-transportation related decision in supply chain • Explain how inventory play a important role in supply chain and how managers use inventory to drive supply chain • Discuss the role of	• Distinguish transportation, inventory and information and their impact on supply chain strategy • How supply chain manager take inventory related decision to create more responsive and more efficient

		information and key-information related decision in supply chain	supply chains.
6.	**Facility decisions: network design in a supply chain, Factors affecting network design decisions**	• To understand the factor influencing supply chain network design decision • How to develop a framework for making network decisions	• Understand the role of network design in a supply chain • Develop a framework for making network design decision • Use optimization for facility location and capacity allocations decisions
		•	•
7.	**Aggregate Planning in a supply chain- The role of aggregate planning**	• Discuss the role of aggregate planning in supply chain • Discuss the aggregate planner's main objective in supply chain	• Understand the importance of aggregate planning as a supply chain strategy • Describe the information needed to produce an aggregate plan
8.	**Aggregate Planning Problem and Aggregate Planning strategies**	• Discuss the objective of aggregate plan to satisfy demand in a way that maximize the profit • Explain the various type of aggregate planning strategy	• To understand the aggregate planning problem through example • To understand the which types of strategy applied in different situation within the organization
		•	•
9.	**Planning supply and demand in a supply chain: Managing predictable variability, Managing supply**	• Discuss the role of planning supply and demand in a supply chain • Explain how managing	• Distinguish the use of sales and operations planning to maximize profitability when faced with predictable

		supply to improve the organizations performance	variability in a supply chain • Compare the demand and supply in supply chain
		•	•
10.	**Managing demand, Implementing solutions to predictable variability in practice**	• Explain the importance of predictable variability in supply chain • Examine organization practices for managing demand and supply	• Manage demand to improve synchronization in a supply chain in the face of predictable variability •
		•	•
11.	**Coordination in a supply chain-lack of coordination and bull whip effect,** Effect of lack of coordination on performance, **Obstacles to coordination in a supply chain**	• Discuss how coordination play a important role in supply chain • Discuss the major obstacle to coordination in supply chain. • Explain how performance will be fail due to lack of coordination	• Describe supply chain coordination and the bullwhip effect and their impact on supply chain performance • Identify obstacles to coordination in a supply chain • Discuss managerial levers that help achieve coordination in supply chain •
		•	•
12.	**Managing Economies of scale in a supply chain: cycle inventory-role of cycle inventory in a supply chain**	• Discuss the important of cycle inventory in supply chain • Explain estimation of cycle inventory related cost in practice •	• Understand the impact of quantity discounts on lot size and cycle inventory • Understand the trade promotions on lot size and cycle inventory
		•	•
13.	**Economies of scale to**	• Discuss the	• Devise appropriate

	exploit fixed costs, Economies of scale to exploit Quantity discount	appropriate costs to choose the optimal lot size and cycle inventory in a supply chain • Explain the impact of quantity discount in cycle inventory • Discuss Economic order Quantity	discounting schemes for a supply chain • Identify managerial levers that reduce lot size and cycle inventory in a supply chain without increasing cost
		•	•
14.	**Managing uncertainty in a supply chain: safety inventory, The role of safety inventory in a supply chain impact of supply uncertainty on safety inventory**	• Describe how to manage uncertainty in a supply chain • Discuss the safety inventory in supply chain and how it is important	• Understand the role of safety inventory in a supply chain •
15.	**Determining appropriate level of safety inventory, Impact of replenishment policies on safety inventory and Estimating and managing safety inventory in practice**	• Discuss the factor of appropriate level of safety inventory • Explain supply chain uncertainty on safety inventory	• Identify the factors that influence the required level of safety inventory • Describe different measures of product availability • Utilize managerial levers available to lower safety inventory and improve product availability
16.	**Information technology in a supply chain-the role and importance of information technology in a supply chain**	• Discuss the role of information technology • Explain how information provides the basis for supply chain manager to take decision • Discuss supply	• Understand the importance of information and information technology in a supply chain • Discuss the supply chain macro process in supply chain IT framework

		chain IT framework	•
17.	**Use of information in a supply chain, Information technology: the information enabler and Supply chain information technology in practice**	• Explain how organizations uses the information and information technology to improve the efficiency •	• Know at a high level how each supply chain driver uses information • Understand the major applications of supply chain information technology and the processes that they enable
18.	**SCOR Model**	• How this model is applicable in cross-industry	• Understand the SCOR model in a supply chain •
19.	**Revision and Overall evaluation of Supply Chain Management**	• Revised all the topic and cleared the doubt of the students	• Understand of overall supply chain management • Doubt clearance • Project presentations (AOL) •

Evaluation:

Component	Percentage
Pre-midterm component (Test- 10 %, CP-5%, Assignment-5%)	20%
Mid-term	20%
Post-midterm component (CP-5%, project report- 10%, project presentation- 5%)	20% (AOL)
End Term	40%

Recommended Textbook:

Chopra, Sunil, Meindl,Peter and Kalra, V.D. (2013), Supply Chain Management – strategy, planning and operation, Pearson. (5th edition)

Suggested Books:

1. Simchi – Levi, D, Kaminsky, P, Simchi – Levi, E and Shankar, R (2008), Designing and Managing the supply chain – concepts, strategies and case studies, Tata McGraw – Hill New Delhi.
2. Jeremy Shapiro, (2007) Modelling The Supply Chain, 2nd Edition, Cengage Learning
3. S G Deshmukh, R P Mohanty, (2007), Essential Of Supply Chain Management, Jaico Publishing House
4. Raghuram, G and Rangaraj, N (2006), Logistic and Supply Chain Management: Cases and Concepts, Mcmillan, Delhi
5. Hugos, Michael (2003), Essentials of Supply Chain Management, John Wiley & Sons.

Course Code: SHBK461

Course Name: Bank Products & Services

Course Objectives:

- Portray the Indian banking system, its constituent elements and regulatory environment.
- Provide insights about various types of customers,deposit and loan products, negotiable instruments, cash management and Para banking services provided by banks.
- Outline different types of banking like, Personal Banking, Retail Banking, Corporate Banking, SME Banking, Rural Banking, Microfinance, etc.
- Appreciate the importance of marketing of Banking products and services
- Conversant with the wealth management services offered by banks to high net worth individuals

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Depict the constituent elements of Indian financial system.
2. Explain the various Deposit, Credit and service products offered by banks in India.
3. Assess the credit requirements of individuals and traders
4. Appreciate the importance of proper product mix and develop of product strategies for profitability of banks.

Course Study Plan:

TOPIC	Learning Outcome	Case /Reading article/ Lecture / Activity	Chapter
BUSINESS ENVIRONMENT	• Depict the Micro, Macro and Mega environments of Business, and explain the factors influencing the business with special reference to banking.		1
MARKETING – BASIC CONCEPTS	• Define the terms lime Marketing, Needs, Wants, Demand, Cost, Value; differentiate between Selling and	Reading Material will be	

	Marketing	provided	
BANKING – AN INTRODUCTION:	• Define of the term Banking, and explain the functions of banks, and furnish classification of Banks [Scheduled banks, Commercial banks, Public sector banks, private sector banks (Old and new generation banks), co-operative Banks, RRBs, NBFCs], • Define the term Customer, and explain the importance of Customer in banking business.		1
BANKING PRODUCTS AND SERVICES	• Summarize the Deposit, Advances, Ancillary services, and Modern banking services provided by banks		2 , 3
TYPES OF CUSTOMERS	• Illustrate the precautions to be taken while opening accounts for Individuals, Proprietorship, Partnership firms, Companies , Trusts, HUF, Association and Club	Reading Material will be provided	
TYPES OF MARKETING	• Explain the different types of marketing like Undifferentiated, Differentiated, Niche, Micro marketing	Reading Material will be provided	
PRODUCT MIX AND PRODUCT STRATEGIES	• Differentiate between Product Levels, Product Mix(Product Line, Product Length, Product Depth, Product width), • Explain the Process of Product Development • Differentiate between Product life cycle, Human life cycle; Life style – vs- Life Stage products	Reading Material will be provided	
PRE MID TERM			
MODERN DAY BANKING	• Explain the terms like Buyers' Market, Competition, and understand the need for developing Customer Oriented Products		1
BANKING BUSINESS AND THE REGULATORY FRAMEWORK	• Appreciate the Intermediary role played by banks in the Indian financial system; and rationale behind the Reserve requirements, directed lending, narrowing spread, need for increasing spreads and reducing the burden for profitability		1
KYC NORMS	• Outline the KYC Norms for banking		2

	transactions like ;Customer acceptance policy, Customer identification procedure, monitoring transactions and risk management		
DEPOSIT PRODUCTS:	• Describe the various types of deposit products, their salient features, and their target groups • Demonstrate the procedure of opening of a Bank account • Appreciate operational formalities of various deposits, like single account, joint account, either or survivor, Joint operation, former or survivor etc. • Explain significance of nomination facilities and deposit insurance • Appreciate Deduction of tax at source on interest payments • Explain the procedure closure of deposits before maturity, unclaimed deposits, death claim settlements • Calculate interest calculation for SB and Term deposits, refund of deposits before maturity, TDS calculation • Evaluate the relative merits and demerits of bank deposits in comparison with postal deposits, mutual funds and other types of investments. • Define the term Non-Resident, Non-resident Indian national and persons of Indian origin. • Explain the salient and differentiating features of NRO, NRE, FCNR, RFC, deposit accounts with reference to eligibility to open accounts, currency, tenure of deposit, rate of interest, repatriation facility, operation in the account, TDS • State the facilities offered to NRIs and Returning Indian		2, 5
MID TERM EXAM			
CASH MANAGEMENT SERVICES FOREIGN EXCHANGE SERVICES	• Recall the basics of Cash management services and foreign Exchange services provided by banks		4
LOAN PRODUCTS	• Describe the Fund based credit (Cash		3

	Credit, Overdraft, Bills discounting) Difference between working capital finance and term loan		
ASSESSING WORKING CAPITAL REQUIREMENTS	• Calculate the working capital requirement of borrowers using Turnover method and MPBF method	Reading Material will be provided	
DIFFERENT LOAN SCHEMES IN BANKS	• Appraise the individual loan proposals like ; Housing Loan, Vehicle Loan, Property Loan, Reverse Mortgage, Personal Loan, • Appraise Project Finance proposals	Reading Material will be provided	
MODES OF CREATING CHARGE	• Explain the salient and differentiating features of ; Pledge, Lien, Assignment, Mortgage, Hypothecation	Reading Material will be provided	
NON-FUND BASED CREDIT FACILITY	• Depict the mechanism of Letter of Credit and Bank Guarantee transactions	Reading Material will be provided	
POST MID TERM EVALUATION			
WEALTH MANAGEMENT SERVICES	• Recall the definition of wealth Management, Basics of assets allocation,Financial Planning and Financial Counseling		6
• ASSIGNMENT PRESENTATION BY STUDENTS			

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
Pre-Mid Term Exam*	1	**20**
Mid Term Exam	2	**20**
Post Mid Term Exam*	3	**20**
End exam	At the end of semester	**40**

	Total	**100**

*(Includes Class Participation and Assignments)

Electronic and Web resources: Swayam Videos, Syndicated Databases

Recommended Textbook:

- **Banking Products and Services**: by The Indian Institute of Banking & Finance (IIBF) Mumbai

Suggested Books:

- **Commercial Bank Management**: by *Kanhaiya Singh & Vinay Dutta, 1st Edition,* Mc Graw Hill Education (India) Pvt Ltd

Course Code: SHMM461

Course Name: Advertising & Sales Promotion

Course Objectives:

At the end of the course, the student must be able to...

- Have an in-depth understanding / holistic view of all the major marketing communication functions: advertising, direct marketing, the Internet, interactive media, sales promotion, public relations, and personal selling and theories.
- Know how to research and evaluate a company's marketing and promotional situations.
- Know how to use these various functions in developing effective communication strategies and programs
- Understand the ethical issues in advertising

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

1. Describe and analyze the basic theories and models within integrated marketing communications.
2. Analyze and critically evaluate integrated marketing communications.
3. Understand the advantages and disadvantages of different advertising and promotional techniques and how to use them.
4. Exhibit an ability to investigate and evaluate a range of advertising ethical issues and problems.

Course Study Plan:

Topic	Learning Outcomes	Activity	Chapters (Textbook, Reference Book)
An Introduction to Integrated Marketing Communications	• Describe the concept of IMC and its importance. • Understand the role of various promotional mix elements in IMC. • Explain the model of the IMC planning process and the steps in developing a marketing communications program.		Text Book Ch- 1
The Role of IMC in the Marketing Process	• Understand marketing strategy and analysis • Learn to develop a positioning strategy • Learn to develop marketing planning program	-	Text book Ch- 2
Organizing for Advertising and Promotion	• Describe the participants in the IMC process and the client's role. • Understand advertising agencies, agency compensation, gaining and losing clients.	-	Text Book Ch- 3

	• Explain specialized services, collateral services.		
	Test 1 Descriptive questions- Conceptual Knowledge		
Perspectives on Consumer Behavior	• Understand the consumer decision making process: • Explain the consumer learning process: behavioral learning theory	-	Text Book Ch- 4
The Communication Process	• Understand the basic model of communication • Understand the Response Process: Alternative Response Hierarchies	-	Text Book Ch- 5
Source, Message, and Channel Factors	• Understand promotional planning through persuasion matrix • Explain source factors: source credibility, source attractiveness, using celebrities source power • Describe message factors: message structure, message appeals	-	Text Book Ch- 6
	Mid Term Test- Conceptual Knowledge		
Establishing Objectives and Budgeting for the Promotional Program	• Understand how to determining IMC objectives • Explain budgeting approaches	-	Text Book Ch- 7
Creative Strategy: Planning and Development	• Understand advertising creativity, determinants of creativity, planning creative strategy • Explain the creative process and the inputs to the creative process • Describe creative strategy development	-	Text Book Ch- 8
Creative Strategy: Implementation and Evaluation	• Understand various ad appeals • Explain various execution styles	-	Text Book Ch- 9
Media Planning and Strategy	• Get an overview of media planning • Understand how to develop the media plan, establishing media objectives, developing and implementing media strategies • Evaluation and follow-up, characteristics of media	-	Text Book Ch- 10
Evaluating the social, ethical, and economic aspects of advertising and promotion	• To understand ethics in the context of advertising and promotion • To develop an ability to evaluate ads in terms of their social and ethical criticisms	-	Text Book Ch- 21
Project	**Test 2- Project** Conceptual Knowledge		
Revision			
	End Term Exam–Ethical Awareness		

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
Test I	1	**15**
Class Participation	2	**5**
Mid Term Exam	3	**20**
Test II	4	**15**
Class Participation	5	**5**
End exam	5	**40**
	Total	**100**

Recommended Textbook:

Advertising and Promotion: An IMC Perspective, by *Belch, G., Belch, M., and Purani, K.*, 9e, McGraw Hill.

Suggested Books:

1. **Advertising Management** second edition, *Jethwaney and Jain*, Oxford university press.
2. **Advertising and Promotions: An IMC Perspective**, *Kruti Shah and Alan D Souza*, Tata McGraw-Hill.

Course Code: SHMM463

Course Name: Sales and Distribution Management

Course Objectives:

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

- Demonstrate skills and competencies required for managing sales process in an organization.
- Discuss the influence of ethics in the process of sales management.
- Design and execute sales and distribution strategies.
- Demonstrate the knowledge and skills of relationship building in distribution management.

Learning Outcome of the Course:

1. Describe the functions of sales and distribution and get familiarity with the basic concepts.
2. Design, execute and evaluate sales and distribution plans by considering ethics.
3. Demonstrate the sales orientation and decision making for sales and distribution functions.

Course Study Plan:

Sl. No	Topics	Learning outcome	Case//Lecture/Activity	Chapters
1.	Introduction to Sales Management	The evolution, nature and role of SM.Importance of sales management.	Lecture	1
2.	Consumer Decision Process	AIDA process. Types of decision processes.	Lecture	2
3.	The Shopping Environment	Shopping needs of Indian consumers	Lecture	4
4	Selling skills and Strategies	The Selling Process, the effectiveness of selling process.	Lecture and a case on MRF Tyres	2
	Selling Style and Service Orientation, selling	Classification of selling, the differences between selling a product and aservice.	Case: Patni computers: A Solution selling company. Case: Dairy of an	2 & 3

	process; sales territory design methods.		insurance seller.	
5	Test 1: MCQ	Sessions 1-14 Chapters – 1,2 3 and 4	Assessment Goal: Conceptual	
6	Retailing and Shopping: Structure of Retail sector, various retail Formats, store layout, Product Assortments.	Retail function, its various Responsibilities.	Lecture	21
7.	Retail Profiling and Retail Management Practices	Methods used by retailers for their assortment planning.	Lecture	1
8	Channel Designing- channel structure and channel designing framework, channel designing for various products.	Basic foundation of distribution management	Lecture Case on Siffco Agro Chemicals Ltd.	3,15 & 1(
9	Sessions 1-26 Chapters- 1, 2, 3, 4, 15, 16 and 21.			
10	The Role of Internet and e- Commerce, usage of internet.	The emerging role of internet as a channel, the various opportunities and advantages of using internet as aChannel.	Lecture	2
11	Selecting Channel Members: Selection criteria	Selection of channel members	Lecture	3
12.	Channel Commitment- Motivating members, various schemes offered for enhancing channel commitment.	Motivating the member	Lecture	3
13.	Appraisal of Channel Members	Methods of appraising channel members, the criteria of appraisal.	Lecture	3
14.	Channel Conflicts- Various forms of conflicts, avoiding	Reasons for conflicts in channels	Lecture	3

	Conflicts.			
15.	Channel Management system	Basics of channel management.	Case of Marico industries	3
16.	Evaluation- Evaluation of various channels and the advantages and disadvantages associated with each.	Basics of evaluation.	Case of Tata steel. Case of Castrol India Ltd. Channel evaluation of Dabur.	3
17.	Recruiting Sales Force- Process of Recruitment, skills required by potential salesmen, socialization of sales Force and motivation.	Recruiting personnel, training and developing a sales force.	Lecture	4 and 9
18	Targets and Appraisal-Process of target setting.	Target Setting, Evaluation- Setting targets for employees and evaluating their performances.	Lecture and Case study of Bentonite	4
	Test III-Written Test	Sessions- 28-46 Chapters- 3&4	Assessment Goal: Ethical awareness	
19		Revision and project presentation by students		

Evaluation:

Keeping in line with continuous evaluation at IBS the following evaluation schedule has been drawn.

Component	Component Number			Weightage
Class participation	1			5
Test I	2			15
Mid-term	4			20
CP II	4			5
Test II	5			15

End term	6			40
Total				100

Recommended Textbook:

Sales and Distribution Management: *An Indian perspective by Pingali Venugopal, 2008*, Response business books, SAGE

Suggested Books:

- **Sales and distribution management**: by *Tapan K Panda and Sunil Sahadev, second edition, 2012*, Oxford University Press.
- Sales and Distribution Management Text and cases by Krishna K Havaldar and Vasant CM Cavale (MC Graw Hill Education)

Course Code: SHFI461

Course Name: Financial Markets & Services

Course Objectives:

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

- Demonstrate managerial skills and competencies required for managing Financial Services Business.
- Explain issues faced by today's financial service providers.
- Discuss the influence oftechnologies in Financial Markets and Services.
- Design and execute competitive service strategies.

Learning Outcome of the Course:

1. Apply the knowledge of Financial Markets to make a managerial decision.
2. Develop, execute and evaluate the success of a financial service firm .
3. Identify and implement strategies for success in financial service businesses in national and international contexts.

Course Study Plan:

Topics	Learning outcomes	**Case /Reading article/ Lecture / Activity**	**Chapters**
Indian Financial System- An Overview	⍰ Basics of financial markets and institutions ⍰ Evolution and history	Lecture	1
Money Market	⍰ Describe the importance of money market. ⍰ Types of money market	**Class Exercise**	**2**
Capital Market	⍰ Importance of capital market ⍰ Functions of capital market ⍰ Types of capital market ⍰ Sources of raising funds ⍰ SEBI guidelines on capital market	Lecture	3
Securities market	⍰ Difference between public and private securities ⍰ Types of securities	Lecture	4
Depository system	⍰ Functions and importance of depository	Lecture	5

	system		
Forex Market	? Functions of forex market ? Definition and importance of derivatives	**Class Exercise**	6
Credit Market	? Features, functions and importance of credit rating agencies	Lecture	7
Regulation of Financial markets	? Features, functions and importance of SEBI, RBI, DGFT and IRDA	Lecture , **Class Exercise**	8
Latest Trends in Financial markets.	? Recent changes in financial markets	Lecture	9
Financial Services	? Features, functions and importance of financial markets	Lecture	10
Plastic Money	? Features, functions and importance of plastic money	Lecture	11
Electronic Payment systems	? Features, functions and importance of EPS	Lecture	12
Mutual Funds	? Features, functions and importance of mutual funds	Lecture , **Class Exercise**	13
Factoring & Forfaiting	? Features, functions and importance of factoring and forfaiting	Lecture	14
Leasing	? Features, functions and importance of leasing	Lecture	15
Hire Purchase	? Features, functions and importance of hire purchase	Lecture	16
Securitization	? Features, functions and importance of securitization	Lecture	17
Venture capital	Features, functions and importance of venture capital	Lecture	18
Credit Rating	Features, functions and importance of credit rating	Lecture	19

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
1	CP 1	5%
2	Test 1	15%
3	Mid Term	20%
4	Test2	15%
5	CP 2	5%
6	End Term Exam	40%
	Total	**100%**

Electronic and Web resources: Swayam Videos, Syndicated Databases

Recommended Textbook:

- **Financial Markets& Services** by E. Gordon and K. Natarajan. ,9th Edition, 2015, HPH

Suggested Books:

- Financial Services by MY Khan, 10th Edition, MH
- The Indian Financial System by Vasant Desai,5th edition, HPH

Course Code: SHMM462

Course Name: Services Marketing

Course Objectives:

At the end of the course, the student must be able to...

- Discuss concepts and the unique challenges inherent in managing and delivering quality services.
- Demonstrate relevant knowledge and skills required for addressing services marketing issues.
- To promote a customer service-oriented mind-set.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

- Adapt to the special nature and characteristics of services in developing service product, service encounter and marketing of services in diverse industries.
- Apply services marketing concepts and find appropriate alternatives for the problems that services marketers face.
- Identify strategies and key success factors to enhance the effectiveness of services marketing and measure services performance.

Course Study Plan:

Topic	Learning Outcomes	Case /Reading article/ Lecture / Activity	Chapters (Textbook, Reference Book)
Introduction to Services Marketing	• Understand the differences between services and goods • Know the process of segmentation, target market selection and positioning for services	Lecture	Text Book Ch-1
Product- The First P	• Understand service products • Become familiar with service quality and the gaps model • Know service defects, failures and recovery	Lecture	Text book Ch-2
Place – The Second P	• Comprehend the importance of location in service businesses • Recognize ways to transcend physical constraints of location through channels	Lecture	Text Book Ch-3
Promotion – The Third P	• Understand promotion objectives and issues in media selection • Know the special considerations in promotion of services	Lecture	Text Book Ch-4
	Test 1 Descriptive questions- Conceptual Knowledge		

Price – The Fourth P	• Understand the different ways of pricing a service product • Understand factors like demand variations, capacity constraints and their impact on pricing strategy	Lecture	Text Book Ch-5
People – The Fifth P	• Recognize the importance of people in service businesses • Understand issues like recruitment, motivation for employees • Know how to measure productivity of people in service organizations	Lecture	Text Book Ch-6
Physical Evidence – The Sixth P	• Understand servicescape and the elements that constitute physical evidence • Know the importance of design	Lecture	Text Book Ch-7
	Mid Term Test- Critical Thinking		
Process – The Seventh P	• Understand concepts like service blueprinting • Analyze major service processes like complaints management, service recovery, order taking and order fulfillment	Lecture	Text Book Ch-8
Integrated Service Strategy	• Understand growth strategies for service businesses • Know customer satisfaction measures and their use to improve service performance	Lecture	Text Book Ch-9
Globalization of Services	• Understand globalization and its stages • Know how to manage employees/partners in the process of globalization	Lecture	Text Book Ch-10
Customer Relationship Management (CRM)	• Understand CRM and the emphasis on retaining customers and long term relationship • Know how to implement CRM	Lecture	Text Book Ch-12
Project	**Test 2- Project** Conceptual Knowledge		
Revision			
	End Term Exam - Conceptual Knowledge		

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
Test I	1	**15**
Class Participation	2	**5**
Mid Term Exam	3	**20**
Test II	4	**15**
Class Participation	5	**5**
End exam	5	**40**
	Total	**100**

Electronic and Web resources: YouTube Videos.

Recommended Textbook:

- **Services Marketing: Text and Cases,** by *Rajendra Nargundkar,* Third Edition, McGraw Hill

Suggested Books:

- **Services Marketing – People, Technology, Strategy** by *Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee*. Sixth edition, 2010, Pearson.
- **Services Marketing- Integrating Customer Focus Across The Firm,** Fourth edition *Zeithaml, Bitner, Gremler, Pandit*, Tata McGraw Hill.

Course Code: SHFI462

Course Name: Derivatives & Risk Management

Course Objectives:

- This course gives students an essential knowledge of derivative instruments and their applications in managing various types of financial risks.
- This course gives students a working knowledge of derivative instruments and their applications in managing various types of financial risks.
- The emphasis is on mechanics, properties and valuation of forwards, futures, options and swap instruments.

Learning Outcome of the Course:

- Students would understand the organizational aspects of the risk functions and their roles & responsibilities.
- 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.

Course Study Plan:

Sl. No	Topic(s)	Teaching Objective	Learning Outcome	Chapter Reading
1.	Introduction to Financial Risk and Risk Management	To explain students the importance of Risk, types of Risks, Risk Management why and How?	Different Types of Risk Different facets of Financial Risk	Chapter – TBA in Class
2.	Derivatives Instruments	Discuss different types of derivatives Features of different derivative products Limitations of the Derivative products Difference between forwards and futures and options	To be able to appreciate what it means to take positions in forwards, futures, options and swap markets	Chapter – TBA in Class
3.	Usages and Functions of Derivative Markets	Hedging:Risk Management Through Futures and Forwards Arbitrage: Using Index futures	To be able to apply the futures and forwards in managing financial risk To be able to take advantage of any mispricing	Chapter – TBA in Class

			opportunities in the market	
4.	Trading strategies involving options	Bull spread Bear spread Butterfly spread Straddle & Strangle	Application of option strategies in different market conditions Enables to manage the risk through options	Chapter – TBA in Class
5.	Option pricing	Binomial Options Pricing Model Black Scholes Options Pricing Model	To price the options contract To identify and act on the overpricing and underpricing of the option contracts	Chapter – TBA in Class
6.	The Greek Letters / Option Greeks	Understanding of Delta / Theta / Gamma / Vega / Rho	Enables to hedge the risk associated with option by understanding sensitivity of the input parameters	Chapter – TBA in Class
8.	Swaps	Swaps Forward Rate Agreements(FRA) Currency Swaps Interest Rate Swaps Swap Valuation	To 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	Chapter – TBA in Class
9.	Interest Rate Derivatives	Discuss the concepts of interest risk. Different interest rate derivative products Discuss the impact of interest rate risk on corporate cash flows	Understand the interest rate derivative products Application of interest rate derivatives in managing interest rate risk	Chapter – TBA in Class
10.	Currency Risk Management	Discuss the concepts of currency risk Discuss the impact of currency risk on company's cash flow Discuss the various types of currency derivatives and their applications	Understand the importance of currency risk Able to apply currency derivatives in managing the currency risk	Chapter – TBA in Class
11.	Value at Risk (VaR)	The VaR measure Methods of VaR	Understand the single measure of financial risk	Chapter – TBA in Class
12.	Integrated Risk Management	Identifying Integrated Risks Management of Integrated Risk	Understand the organization structure of Risk management	Chapter – TBA in Class
14.	Contemporary Issues and Closing Thoughts	Contemporary Developments in Risk Management and Derivatives Markets	Understanding the Contemporary Developments in Risk Management and Derivatives Markets.	NA

Evaluation:

Sl No		Component	Weightage
1	Pre – Mid Term	Class Participation 1	5%
2		Test 1- Conceptual and Numerical (AOL)	5%
3		Class Participation 2	5%
4		Test 2- Conceptual and Numerical (AOL)	5%
5		Mid-Term Exam	20%
6	Post – Mid Term	Class Participation 1	5%
7		Test 1- Conceptual and Numerical (AOL)	5%
8		Class Participation 2	5%
9		Test 2- Conceptual and Numerical (AOL)	5%
10		End Term Exam	40%
		Total	100%

Recommended Textbook:

Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press

Suggested Books:

1. Hull, John C. & Basu, S., Options, Futures, and Other Derivatives, Prentice-Hall of India
2. Dubofsky, David A., Derivatives : Valuation and Risk Management, Oxford Publication
3. Jorion, Phillippe., Handbook of Financial Risk Management, John Willey Publication
4. Chance D M and Brooks R., An Introduction to Derivatives and Risk management, Cengage publication

Course Code: SHEP401

Course Name: Entrepreneurship in Action - Customer Development

Course Objectives:

To Create an Entrepreneur

Learning Outcome of the Course:

Understand the entrepreneurs of the world for their success and failure.

Course Study Plan:

Theme/ Topic	Chapter/Reading	Key/Concepts
Introduction to ED.		(What/Why/How/When/Where/Whom of ED
(Stage of Conception)		
The Art of Starting-UP	1	How to start a **STARTUP**
The Art of Starting-UP	1	Presentation by students
The Art of Starting-UP	1	Presentation by students
(Stages of Activation)		
The Art of Launching	2	How to launch a **PRODUCT & SERVICE**
The Art of Launching	2	Presentation by students
The Art of Launching	2	Presentation by students
The Art of Leading	3	How to become a GREAT LEADER
The Art of Leading	3	Presentation by students
The Art of Leading	3	Presentation by students
The Art of Bootstrapping	4	How to survive the early days of startup.
The Art of Bootstrapping	4	Presentation by students
The Art of Bootstrapping	4	Presentation by students
The Art of Fund-raising	5	How to succeed in different forms of FUND-RAISING.
The Art of Fund-raising	5	Presentation by students
The Art of Fund-raising	5	Presentation by students
The Art of Pitching	6	How to pitch your Startup/Product/Service in more effective ways.
The Art of Pitching	6	Presentation by students
The Art of Pitching	6	Presentation by students
Projects 1		Presentation by students
Projects 1		Presentation by students
(Stages of Proliferation)		
The Art of Building a Team	7	How to build an AWESOME TEAM
The Art of Building a Team	7	Presentation by students

The Art of Building a Team	7	Presentation by students
The Art of Evangelizing	8	How to use EVANGELISM
The Art of Evangelizing	8	Presentation by students
The Art of Evangelizing	8	Presentation by students
The Art of Socializing	9	How to use **SOCIAL MEDIA**
The Art of Socializing	9	Presentation by students
The Art of Socializing	9	Presentation by students
The Art of Rainmaking	10	How to perform ENORMOUS SALES
The Art of Rainmaking	10	Presentation by students
The Art of Rainmaking	10	Presentation by students
The Art of Partnering	11	How to create PARTNERSHIPS that MATTER.
The Art of Partnering	11	Presentation by students
The Art of Partnering	11	Presentation by students
The Art of Enduring	12	How to make your Startup ENDURE.
The Art of Enduring	12	Presentation by students
The Art of Enduring	12	Presentation by students
Do's & Don'ts for Entrepreneurs	14	(Page 295 to 310 of Text-Book)
The Top Ten Mistakes of Entrepreneurs	15	(Page 312 to 316 of Text Book)
Project 2		Presentation by students
Project 2		Presentation by students
Project 2		Presentation by students
Project 2		Presentation by students
Review & Feedback		(Summary)

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
Test I	1	**15**
Class Participation	2	**5**
Mid Term Exam	3	**20**
Test II	4	**15**
Class Participation	5	**5**
End exam	5	**40**
	Total	**100**

Recommended Textbook:

The Art of the Start 2.0 by GUY KAWASAKI

Suggested Books:

1. Entrepedia by NALINI VAIDYANATHAN
2. Disciplined Entrepreneurship by Bill Aulet, Wiley

Suggested Movies:

1. The God_Father (Series)
2. Social Network
3. Jobs
4. House -of-Cards
5. Pursuit -of-Happiness

Section - 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 pedagogical 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 IBS, Hyderabad are customized to reflect the objectives of BBA program, with each course being delivered in a manner that maximizes the learning experience of students.

4.1 Teaching

The objective of teaching goes far beyond the transfer of knowledge and skills - the true purpose of our pedagogy is to create the potential for improvement in the students. Teaching is to arouse the curiosity of students, generate habits of rational thinking and equip them with the skills and knowledge necessary for effective decision making. While classroom instruction helps students organize, correlate and comprehend facts and ideas, faculty has the added responsibility of encouraging them to think beyond the text books. BBA aims at multiple skill development and to that end some of the teaching and evaluation components involve group efforts with active collaboration amongst the students with the faculty as facilitators of learning.

Students are expected to optimize their learning process by availing the library, computers and other facilities provided at the campus.

Pedagogy

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 by IBS Hyderabad chooses to nurture and enhance this skill in the management students. IBS Hyderabad has adopted the student centric learning style. 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 and assignments and internships.

4.2 Course Syllabus

The syllabus is comprehensive and is updated regularly based on inputs from faculty, subject

matter experts, visiting business leaders and accomplished alumni. It also offers the flexibility to focus on specific areas of interest. Core and elective courses 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, 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 part of 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 the student 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, expected 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 component 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 for each course will be available for consultation, once a week at a prescribed hour. The day and time of consultation is announced in the course handout. During this time, students can approach them for clarification of doubts.

4.3 Evaluation

IBS, Hyderabad follows a continuous evaluation process. The purpose of evaluation is to assess the learning of students and their relative position vis- a-vis the class. Evaluation is a judgment about the level of merit or worth of the student in terms of learning and assimilation.

Evaluation Scheme: The evaluation scheme comprises of continual evaluation and written examinations. The schedule for continual evaluation and marks allotted for each of the components, are announced by the faculty in their respective course handouts. The evaluation components may vary from course to course and typically consist of class participation in case discussion, project work, home assignments, seminars, tests and surprise quizzes. The evaluation is evenly spread throughout the semester and incorporates individual as well as team

performance.

Mid and End Semester Examinations: Mid-term examinations are written components of evaluation conducted after 8 weeks of the commencement of semester. Comprehensive examinations are the written components of the evaluation(s) covering entire syllabus for the entire course, conducted at the end of the semester. The purpose of these examinations is to test the student's understanding of concepts, tools and techniques, their practical application, analytical abilities and problem solving skills and student's ability to provide interdisciplinary perspectives. The weightage for continual evaluations, Midterm and comprehensive exam will be clearly communicated to the students in the course handout at the beginning of the semester.

Evaluation Components: Multiple evaluation components used are aimed toward testing the students for attributes like spontaneous recall, ability to apply concepts, capacity to work independently and in teams, competence in conceptualized arguments and ability to face unknown situations. The evaluations are periodically conducted throughout the semester.

The continual evaluation components include case studies, projects, assignments, seminars, term papers, viva, quiz and written examination, some of which are chosen to suit the course requirements. The faculty for each course gives feedback to the students on their performance in the continual evaluation components.

The faculty may choose 5 to 6 evaluation components including written examination and would communicate the detailed evaluation plan and weightage of each component in the course handouts. The evaluation broadly falls into the following scheme:

Table 4.1

Sno.	**Component of Evaluation**	**Weightage %**
1	Class Participation	5 (pre mid)
2.	Written Tests/Objective Tests	15 (pre-mid)
3.	Mid Semester Examinations	20
4.	Class Participation	5 (post mid)
5	Written Tests/Objective Tests	15 (post-mid)
6	Comprehensive Examinations	40
	Total Weightage	100

Evaluation feedback: Feedback on student performance is provided at regular intervals. The evaluated answer scripts will be shown to the students and clarifications, if any, will be provided. Wherever possible, the performance of the students in the evaluation components will be discussed in the class detailing the highest, lowest and average performances. 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 others' ideas, opinions, theories, graphics, language, quotes (written or oral), facts, statistics and illustrative material, etc. without 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 of the course.

Student feedback: Students are required to provide their comprehensive feedback on course delivery by the faculty and their teaching methodology. The purpose of feedback is to gather information on the learning experience of the students and improve the effectiveness of the course delivery process. The feedback provided by the students is kept confidential. Comprehensive Students Feedback is taken between 42 and 48 sessions.

4.4 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 Mid Semester and Comprehensive Examinations, for that particular subject. Students with attendance between 65% to 74%, the Director may at his discretion and on the recommendation of Dean, grant permission to students after considering genuinely of each case. In all other cases, students have to repeat the subject (s) wherever it offered next, as per the rules that govern such repetition. Such students will be awarded Not Cleared (NC) report for the subject(s). However, the student will be permitted to progress to next semester within an academic year.

Student should ensure that attendance is marked properly for every session attended. It is the responsibility of the students to maintain the required attendance by checking their attendance regularly on the SIS.

Leaves of Absence:

Generally, students are not encouraged to apply for the leave of absence as this will disrupt the momentum of study and may hinder or delay the acquisition of 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 the Dean through Academic Office. The loss of sessions, attendance, evaluation, and examination will not be compensated in such cases.

Leave applications in triplicate can be down loaded online, endorsed by SSD and submitted to Hostels & Security. All leave of absence are subject to attendance policy mentioned in earlier paragraph.

4.5 Unfair Practices

Students are prohibited from resorting to unfair practices during any assessment component. Any of the following events (inclusive but not exhaustive) will be considered as unfair practice(s) during continual evaluation, assignment and 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 washroom.
g. Visiting any place other than washroom 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. Cancellation of scholarships.
d. Cancellation of academic initiatives i.e., facility for late registration, amendment to registration.
e. Cancellation of any fee waiver.

Flying Squad – Flying squad consists of faculty members from different depts. The main purpose of Flying squad is to ensure discipline during conduct of exams. The squad will visit each and every examination hall and check whether any student is coping or resorting to malpractice. If any student is found copying or resorting to malpractice his/her registration stands cancelled.

Section - 5

Summer Internship Program (SIP)

Internship is an important component of education at ICFAI Business School (IBS), Hyderabad. Internship is an attempt to bridge the gap in students perception between the academic institution and the corporate world. To gain exposure students undertake project in selected companies under the direct supervision of experience faculty and experts from the corporate world..

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

The registration for the Internship Program is mandatory and will be undertaken on the date specified and communicated to students through SIS. Students undertake 8 week internship at a relevant organization at the end of Semester II and also at the end of Semester IV of BBA 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, work 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. The Internship program carries a weightage of 4 credits.

At the conclusion of Internship Period, students are to obtain Internship Completion Certificate from the Organization in which they have pursued and submit the same with the Faculty member who has been his guide through the Internship.

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Summer Internship Program outside Hyderabad: Students may be permitted to pursue SIP outside Hyderabad, subject to the following criteria:

a. Should have minimum GPA of 5.5 in the each semester.
b. Should have good academic performance record in the second semester.
c. Should have good financial standing i.e., no fee dues.
d. Should not have been involved in any cases of unfair means.
e. Should not have any background of disciplinary action.
f. Should have submitted SIP confirmation letter from the SIP Company with the details of the company, business and company guide.

Students, who do not meet the above criteria, but opt to pursue Internship Program outside Hyderabad, may note that, onus vests on them to come to campus to appear for Summer Term

Examinations, if they are eligible. 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 before proceeding for SIP.

5.1 Grading of SIP

On completion of SIP, grades are 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. Such students will be allowed to progress to next semester and are eligible to write all Examinations.

5.3 Global Business Project (GBP)

BBA students undertake Global Business Project in III, IV and V semesters. GBP incorporates the E-I-C framework:

- Economic Analysis: of global/regional/country.
- Industry Analysis: of different industries across the world.
- Company Analysis: of companies operating in different countries and industries.

Section - 6

Repeating Courses

6.1 Credit Courses

A student, who has not met minimum academic requirements (refer to 7.4) to progress to Semester III or V 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.
- If the elective course which the student wants to repeat is not offered, the student can choose any other elective offered.
- The student has to pay the course repetition fee @Rs.5,000 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.

6.2 Make-up Tests

In case a student misses an evaluation component due to genuine reasons, students can be granted a make-up test for that evaluation component by the faculty. Normally a make-up test 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 is expected to maintain record of the same. 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 Mid Semester examinations and comprehensive examination, the student has to submit an application to the Dean through the Academic 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 one month of the completion of the comprehensive examinations.

6.3 Summer Term Examinations

Summer Term Examinations are conducted at the end of each Academic Year. Summer Term Examination is offered to students who have not met minimum academic requirements to progress to the next Academic Year. It aims at providing an opportunity to the student to improve the grades and CGPA, and to help him / her to progress to third semester or Fifth Semester or to complete the graduation requirement. The decision of whether or not to offer the summer term Examinations in a particular academic year will rest with the school. There is no make-up examination for the Summer Term Examinations.

Eligibility:

(i) Students who have not met the minimum academic requirement of ≥ 5.5 CGPA at the end of the academic year and with 'D' and 'E' within the prescribed limit.

(ii) Students who have met the academic requirement of ≥ 5.5 CGPA at the end of the academic year and with 'D' and 'E' grades within the prescribed limit.

Prescribed Limits of 'D' and 'E' to be eligible for Summer Term Examinations

End of Semester	**Cumulative No. of D & E Grades ≤**	**Cumulative No. of E Grades ≤**
Second	10	6
Fourth	14	8
Sixth	20	10

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

i. Students who have met minimum academic requirements (see para 7.4) to progress to the third semester or have met the graduation completion requirements.

ii. Students who have more than the prescribed limit of D& Es as given in Table above.

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.

Registration for Summer Term

- A student can register for any four courses with "D" and "E" grades in Summer Term Examinations.
- A student with less than 5.5 CGPA is also eligible to appear for Summer Term Examinations, subject to the condition that 'D'and 'E' grades are within the prescribed limit.
- There is no make-up examination for Summer Term.
- The grade will be decided on the marks secured only in the summer term examination.
- Students, who are eligible for Summer Term, should submit an Application (Annexure - IV) along with prescribed fee of Rs.2,500 per course by way of DD drawn in favor of "IFHE Fee Collection A/c BBA 2018" at the campus.

6.3 Course Repetition:

- Students who are not eligible for Summer Term Examinations and do not meet the minimum academic requirement (see para 7.4) are not permitted to progress to next semester.
- Students who have appeared for Summer Term Examinations but have not met the minimum academic requirement (see para 7.4) are not permitted to progress to next semester.
- Students who have not met the minimum academic requirement to progress to the next semester or not met the graduation completion requirements (see para 7.4).
- Students who have not met the attendance requirement in any subject and have obtained 'NC' in the subject (see para 4.4)

Students have to re-register for the courses in which they have secured 'D', 'E', 'NC/RC along with their junior batch students.

Fee: Students registering for credit courses in regular offering will have to pay the course repetition fee of Rs. 5,000 per course. The students who register for Summer Term will have to pay fee of Rs. 2500/- per cour

Section - 7

Grading Policy

7.1 Grading Policy

The school does not emphasize on numerical marks as the only absolute indication of the students 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

To arrive at these letter grades, the distribution of the total marks secured by students in a particular course is drawn and demarcated into different clusters with defined dividing Lines between clusters.

B. Notations (Reports)

Apart from the letter and non-letter grades, 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 student fails to complete any evaluation component in a course or project, assignment or any other component of evaluation on time due to genuine reason.

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 such as pending case of unfair means, pending case of indiscipline etc.

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 be evaluated 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 without any valid reason

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): The Status 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 medical ground, compassionate ground or other special 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): will be recorded in the academic record of the student in the following cases:

i. Non submission of proof of graduation.
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): will be recorded in the academic record of the student when the student has failed to Register for a course(s)/SIP on the stipulated dates.

7.2 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:

$$GPA = \frac{\Sigma u_i g_i}{\Sigma u_i} = \frac{u_1g_1 + u_2g_2 + u_3g_3}{u_1 + u_2 + u_3}$$

Where u_1, u_2, u_3... denote units 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.

7.3 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:

$$CGPA = \frac{\Sigma u_i g_i}{\Sigma u_i} = \frac{u_1g_1 + u_2g_2 + u_3g_3}{u_1 + u_2 + u_3}$$

7.4 Minimum Academic Requirements

The regulation for minimum academic requirement has been framed keeping in mind the educational philosophy 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 every semester are given below:

i. Should have pursued the specified courses of program structure.
ii. Should not have withdrawn or discontinued from any specific courses.
iii. Should not have NC or RC in any course.
iv. 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.
v. The student should secure a minimum CGPA of 5.5 at the end of each semester.

Semester	Cumulative	Cumulative
	No. of D & E Grades	No. of E Grades
First	3	1
Second	6	2
Third	8	3
Fourth	10	4
Fifth	12	5
Sixth	14	6

At the end of First 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 allowed to participate in any business school meets outside the city.
c. Student will not be eligible to have any initiative in the amendment of Registration and choice of electives.

At the end of Second Semester: Failure to meet the minimum academic requirement at the end of second semester 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 has to do SIP 1 at Hyderabad.

c. Student will not be permitted to register for third semester.

d. The student have to re-register in Sem I in the courses with D and E grades with their Junior batch

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: 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 has to do SIP II at Hyderabad.

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

d. The student have to re-register in Sem III in the courses with D and E grades with their Junior batch

At the end of Fifth 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 Sixth Semester: Failure to meet the minimum academic requirement will result in student failing to graduate.

7.5 Graduation Requirement

The BBA program consists of a sequence of courses taken over the Six semesters. To complete the program, a student needs to satisfactorily complete the assessment requirements for all the required courses including Summer Internship.

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

a. The student has completed minimum 128 program credit units.
b. The student has completed 42 credit courses and 2 SIPs.
c. The student has obtained a minimum CGPA of 5.5.
d. The cumulative number of D and E grades of the student should not exceed 14, out of which, the number of E grades should not exceed 6.
f. The student has obtained A, B or C grade in Summer Internship and GBP
g. The student needs to complete the program within seven years from the commencement of the program
h. The student does not have bad financial standing.
i. The student does not have any discipline case pending investigation.

7.6 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.

Students can obtain duplicate copies of grade sheet on payment of Rs. 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 document showing chronologically organized information of courses, grades, GPA, CGPA obtained in various semesters during the program which is issued on successful completion of the program.

Students can obtain additional transcript on payment of Rs.500/- for each copy.

d. Provisional Certificate

Students who fulfill the graduation criteria will be given a provisional certificate.

e. The BBA Degree Certificate

Students who fulfill the graduation criteria will be awarded the BBA Degree certificate at the formal convocation

Students who wish to request for a duplicate copy of BBA Degree certificate will have to apply for the same along with the prescribed and an indemnity bond on Rs.100 stamp paper.

Period Completed after	Fee
Below 5 years	Rs.2,000
Above 5 years - below 15 years	Rs.3,000
Above 15 years	Rs.6,000

7.7 Membership in Alumni Association

Students completing the BBA program are eligible to seek membership in the IBS, Alumini Federation(IBSAF).

IBS Alumni Federation (IBSAF) is a society formed for the benefit of IBS 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 IBS Alumni Federation.

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)