Course Code: SHMM461

Course Name: Advertising & Sales Promotion

Course Objectives:

- 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:

CO1	• Describe and analyze the basic theories and models within integrated marketing communications.
CO2	• Analyze and critically evaluate integrated marketing communications.
CO3	• Understand the advantages and disadvantages of different advertising and promotional techniques and how to use them.
CO4	• Exhibit an ability to investigate and evaluate a range of advertising ethical issues and problems.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO7, PO9	An Introduction to Integrated Marketing Communications
CO1=100%	PO7	The Role of IMC in the Marketing Process
CO1=20%,CO2=80 %	PO7, PO9	Organizing for Advertising and Promotion
CO1=100%	PO7, PO9	Perspectives on Consumer Behavior
CO2=100%	PO2	The Communication Process
CO1=20%, CO2=80%	PO7, PO2	Source, Message, and Channel Factors
CO1=30%, CO3=70%	PO7	Establishing Objectives and Budgeting for the Promotional Program
CO1=100%	PO7, PO9	Creative Strategy: Planning and Development

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CO3=10%, CO4=90%	PO7, PO9	Creative Strategy: Implementation and Evaluation
CO3=30%, CO2=70%	PO7, PO9, PO2	Media Planning and Strategy
CO1=20%,CO2=80 %,	PO5, PO7	Evaluating the social, ethical, and economic aspects of advertising and promotion

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:

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

Suggested Books:

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

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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:

CO1	• Depict the constituent elements of the Indian financial system.
CO2	• Explain the various Deposit, Credit and service products offered by banks in India.
CO3	• Assess the credit requirements of individuals and traders
CO4	• Appreciate the importance of proper product mix and development of product strategies for profitability of banks.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO4, PO7	MARKETING – BASIC CONCEPTS
CO1=100%	PO7	BANKING – AN INTRODUCTION:
CO1=20%,CO2=80%	PO7,PO9	BANKING PRODUCTS AND SERVICES
CO1=100%	PO7	TYPES OF CUSTOMERS
CO1=100%	PO7,PO9	TYPES OF MARKETING
CO1=100%	PO7,PO9	BANKING PRODUCTS AND SERVICES
CO4=100%	PO9,PO7	PRODUCT MIX AND PRODUCT STRATEGIES
CO2=30%, CO3=70%	PO7	MODERN DAY BANKING
CO2=20%, CO3=20%, CO1=60%	PO7	BANKING BUSINESS AND THE REGULATORY FRAMEWORK
CO1=100%	PO7,PO9	KYC NORMS

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CO2=100%	PO7	DEPOSIT PRODUCTS:
CO2=80%, CO1=20%	PO9	CASH MANAGEMENT SERVICES FOREIGN EXCHANGE SERVICES
CO3=100%	PO7,PO9	LOAN PRODUCTS
CO1=100%	PO7,PO9	ASSESSING WORKING CAPITAL REQUIREMENTS
CO1=100%	PO7,PO9	DIFFERENT LOAN SCHEMES IN BANKS
CO2=30%, CO3=70%	PO9	MODES OF CREATING CHARGE
CO1=100%	PO9	NON-FUND BASED CREDIT FACILITY
CO2=30%, CO3=70%	PO7,PO9	WEALTH MANAGEMENT SERVICES

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:

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

Suggested Books:

- K.P.M. Sundharam, Money, Banking & International Trade - Sulltan Chand & Sons - NewDelhi.
- S.V. Vasudevan, Theory of Banking - S.Chand & Company Ltd
- Commercial Bank Management: by *Kanhaiya Singh & Vinay Dutta, 1st Edition,* McGraw Hill Education (India) Pvt Ltd

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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:

CO1	Business problems and to support managerial decision making.
CO2	Become familiar with the processes needed to develop, report, and analyze business data.
CO3	Learn how to use and apply selected business analytics software to solve the business problem.

Course Study Plan:

CO	PO	Course contnet
CO1 10% CO2 10%	PO1, PO9, PO11	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.
CO1 10% CO2 10%	PO1, PO9, PO11	Introduction to Data warehouse Concepts of data warehouse. Need for a data warehouse. Difference between operational data and warehouse data
CO3 100%	PO1, PO9, PO11	Data analysis using EXCEL Introduction to Analysis pack
CO1 20% CO2 20%	PO1, PO9, PO11	Introduction to data Mining From data warehousing to data mining, What is data mining? Difference between data mining and statistics, data warehouse
CO1	PO1,	Data Mining in Knowledge

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10% CO2 10%	PO9, PO11	Discovery in Databases, Data mining functionalities like Association Analysis, Classification and Prediction, Cluster Analysis, Outlier Analysis
CO1 15%, CO2 15%	PO1, PO9, PO11	Description and Prediction Directed Data mining models, Profiling and Predictive modeling
CO1 20%, CO2 20%	PO1, PO9, PO11	Data mining classical Statistical techniques Multiple Regression, Logistic Regression, Discriminant Analysis
CO1 5%, CO2 5%,	PO1, PO9, PO11	Market Basket Analysis And Association Rules Defining and building Association, rules
CO1 5%, CO2 5%	PO1, PO9, PO11	Decision Trees Classification. Classification by Decision Tree Induction
CO1 5% CO2 5%	PO1, PO9, PO11	Introduction to Cluster Analysis. Difference between Cluster Analysis and Classification Need for Clustering Data. Cluster Analysis Methods K□means Clustering, Hierarchical Clustering

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.

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Suggested Books:

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

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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:

CO1	To develop an awareness of effective communication including presentations
CO2	To introduce good practices for the effective listening and speaking
CO3	To introduce interpersonal, negotiation and group communication skills
CO4	To develop written communication skills

Course Study Plan:

CO	PO	Topics	Subtopics	Methodology (case, problems, lecture)	Chapter Reading
CO1 60%	PO2, PO3, PO8, PO11	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	• 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 overcome them	Discussion, Interaction, Case (Goodwill Corporation Ltd)	1

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		overcome them			
CO3 50%	PO2, PO3	Listening Skills Listening & its importance, types of Listening, Barriers to effective listening	Listening & its importance, types of Listening, Barriers to effective listening	Discussion, activities	10
CO2 20%	PO1, PO2, PO9	Effective Presentation Skills Planning, Purpose, Methods, Visual Aids, Nonverbal dimensions	Planning, Purpose, Methods, Visual Aids, Nonverbal dimensions	Discuss ion, Videos	11
CO2 20%	PO2, PO3	Non-Verbal Communication Importance, Characteristics, Components: Kinesics, Oculesics, Haptics, Proxemics, Appearance and Artefacts, Paralanguage, Chronemics, etc	Importance, Characteristics, Components: Kinesics, Oculesics, Haptics, Proxemics, Appearance and Artefacts, Paralanguage, Chronemics, etc.	Interaction, Role Plays & Videos, Case (Charisma Corporation)	2
CO1 20%, CO3 30%	PO1, PO2, PO7, PO9, PO11	Students' Presentations	Students' Presentations	Group Presentatio ns by the Students for Non-Class Participatio n Evaluation	NA
CO3 10%	PO2	Interpersonal Skills Positive Relationships, Giving Constructive Feedback,	Positive Relationships, Giving Constructive Feedback, Resolving Conflicts	Discussion , role plays	

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		Resolving Conflicts			
CO2 20%, CO4 50%	PO2, PO5, PO8	Negotiation Skills Approaches to Negotiation, Six Basic Steps of Negotiations	Approaches to Negotiation, Six Basic Steps of Negotiations	Discussion, role plays, videos	19
CO2 5%, CO3 10%	PO1, PO2	Interviewing Process of preparing and conducting interviews, different types of interviews	Process of preparing and conducting interviews, different types of interviews	Discussion	13
CO1 5%, CO2 5%,	PO1, PO2	Group Communication Group Communication – types, decision making technique, Planning and conducting meetings, recording of meetings	Group Communication – types, decision making technique, Planning and conducting meetings, recording of meetings	Discussion & Activities	14
CO1 5%, CO2 15%	PO1, PO2, PO9	Revision			
CO1 5%	PO1, PO2, PO3, PO9	Class Test			
CO1 5%	PO1, PO2				
CO2 15%, CO4 50%	PO1, PO2, PO8				

Evaluation:

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

Mid Term evaluation 20%

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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

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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:

- **CO1** Evaluate economic behavior, response to incentives, utility, satisfying and maximizing traits in consumers,
- **CO2** Understand and appreciate the production dynamics–including cost, revenue and profit considerations,
- **CO3** Learn the optimization functions for both consumer and producer equilibrium,
- **CO4** Evaluate and compare the various types of market structures and use them when planning price policy in industry and
- **CO5** Demonstrate the use of microconcepts like elasticity and opportunity cost in strategic planning

Course Study Plan:

COs%	Pos	Course content
CO1 100%	PO1,PO7	Definition of Economics – Classification of Economics (micro &macro economics:
		The concept of Partial Equilibrium and General Equilibrium Analysis-
		Fundamental Problems ofan economy- Economic theory and its relationship with decision sciences and functionalareas of management-The nature of business decisions
CO1 100%	PO1,PO7	Law of Demand- Movement Along the demand curve Vs Shift in the Demand curve,

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		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
CO1 100%	PO1,PO7	Law of Supply- Concept of Movement Supply- Shiftin Supply-Supply function
		Individual- Firms– market.-Concept of Elasticityof Supply. Determination of Equilibrium price and output
		Market Intervention- Priceceilingand Price floor.
CO1 50%	PO1,PO7	Conceptof Utility- Approaches to Measurementof Utility CardinalUtility-Law of diminishing Marginal utility-Lawof EquiMarginal Utility- Concept ofConsumerSurplus-
CO2 50%		OrdinalUtility - Indifference curves- Featuresof Indifference curves-Budgetline – ConsumerEquilibrium

CO2 100%	PO1,PO7	Meaning of production function-Organizing production – Short run Production function(Law of variable Proportions)-
		REVISIONSESSION
CO2 100%	PO1,PO9	Long runproduction function (Returnsto scale).
		Isoquants-features of Isoquants;Isocostline- Leastcostcombination

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CO2 100%	PO1,PO7, P09	**Different cost concepts(eg., economic and accounting cost, historical cost/sunk cost)**;Nature of costs- Short-run and long-run cost functions
		Plant size and economies of scale and scope, learning curves; Break even analysis
		The relationships betweentotal, average, and marginal cost and their relevancein economics;
CO3 20% CO4 80%	PO1,PO5, PO9	Market structure and degree of competition; Perfect competition;
CO3 20% CO4	PO1,PO5, PO9	Competitionintheglobal economy
		Monopoly:Short-run and long-run price and output determination; Comparison with perfect competition
CO3 20% CO4 80%	PO1,PO5, PO9	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 leadership

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CO5 100%	PO1,PO5, PO9	Government regulations; externalities and regulation;public utilities andregulation; anti-trust government regulation ofmarketstructures and conduct;regulation of international competition; effect of taxationon business decisions

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

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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

CO1	Learn the principles of business writing
CO2	Develop an effective written communication style
CO3	Prepare any business document professionally
CO4	Present topics which engage the audience

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Course Study Plan:

CO %	PO	Course content
CO1 100 %	PO1, PO6 PO7	Note-taking Understand the difference between note-taking and note-making, Summarizing the information
CO1 90% CO2 10%	PO3, PO5 PO2	Principles of Business Writing Learn to make clear precise correct sentences, Understand the need and importance of punctuations in business communication Create coherent, concise paragraphs , essays
CO1 50% CO2 50%	PO3 PO 10 PO 11	Letters and memos – claims and responses, positive and negative messages Learn about FLAT, HABITS Understand the importance of the positive and negative in writing
CO3 20% CO2 80%	PO 12 PO2	Email Etiquette Guidelines, language and Structure The impact of well written emails Time management in emails Formal vs informal mails
CO3 80% CO4 20%	PO4 PO6 PO9	Cover Letter & Resume/CV Structure of good cover-letter and resume Components of a good resume
CO3 100 %	PO8 PO 10	Business Reports Types and importance Lay out of reports, Need for documentation, Plagiarism, Writing technical reports, Abstracts and Summaries, Preparing visual aids
CO3 80% CO4 20%	PO 9	Business Proposals Types, Structure, content and composition of a business proposal

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CO4 80% CO3 20%	PO 4 PO 5	Brochure, instruction manual Types, Structures Layouts and designs
CO4 100 %	PO6 PO7	Technology in Communication Blogs, Podcasts, Vodcasts, Chatbots, LinkedIn, Twitter

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

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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: -

CO%	PO	Course Content
CO1 100%	PO2, PO3, PO8, PO11	Marketing Research: From Data to Information to Action Introductory lecture, McDonald's entry into Indian Market
CO1 50% CO2 50%	PO2	The Research Question: Formulation of the Problem Coca-Cola Company's experience with New Coke in the 1980
CO1 60% CO2 40%	PO2, PO5, PO8	Exploratory, Descriptive and Causal Research Designs
CO1, 40% CO2 30% CO3 30%	PO1, PO2	Collecting Secondary Data from Inside and Outside the Organization

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CO1 50% CO2 50%	PO1, PO2, PO9	Collecting Primary Data by Observation
		TEST-1
CO1 20% CO2 50% CO3 30%	PO1, PO2, PO8	Collecting Primary Data by Communication
CO1 40% CO2 40% CO3 20%	PO1, PO2, PO3, PO9	Measurement of Scaling
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Designing the Questionnaire
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Developing Sampling Plan
		TEST-2
CO1 30% CO2 60%	PO1, PO2, PO8	Descriptive Statistics using EXCEL
CO1 60% CO2 40%	PO1, PO2, PO9	Introduction to Data Analysis Tool pack – EXCEL Excel Tool Pack Tutorial

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CO1 50% CO2 50%	PO1, PO2, PO9	Hypothesis Testing (Two Population) Class Exercises using Excel Tool Pack Additional Material - https://www.youtube.com/watch?v=TDao_I8tIUo
CO1 50% CO2 50%	PO1, PO2, PO9	Analysis of Variance Class Exercises using Excel Tool Pack Additional Material - https://www.youtube.com/watch?v=75V2vBp4Q4s
CO1 50% CO2 50%	PO1, PO2, PO9	Correlation and Simple Linear Regression Analysis Class Exercises using Excel Tool Pack Additional Material - https://www.youtube.com/watch?v=wWT6IUn88GY
CO1 50% CO2 50%	PO1, PO2, PO9	Multiple Regression Analysis Using EXCEL Class Exercises using Excel Tool Pack https://www.youtube.com/watch?v=2FxMDJJKfeA
		TEST-3
CO1 50% CO2 50%	PO1, PO2, PO9	Moving Average, Time series and Exponential Smoothing Class Exercises using Excel Tool Pack
CO1 50% CO2 50%	PO1, PO2, PO9	Report Writing

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**

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

Recommended Textbook:

- *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.

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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:

CO1: Learnt the skills of Data Collection, Summarization, Analysis and Presentation

CO2: Learnt inferential analysis of data and prediction

CO3: Learnt the tools of carrying out the statistical tests and analyze the results

Course Study Plan:

CO%	PO	Course content
CO1-100%	PO1, PO2, PO5	**Introduction to Statistics**
CO1-70% CO2-30%	**PO1, PO2, PO3, PO11**	**Numerical Descriptive Measures**
CO1-100%	**PO5**	**Correlation and Regression Analysis**
		Test-1
CO1-50% CO2-50%		**Basic Probability**
CO1-20% CO2-80%	**PO1, PO5, PO11**	**Probability Distribution**
CO1-10% CO2-50% CO3-40%	**PO1, PO4, PO5, PO7**	**Sampling and Sampling Distribution**

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		Test-2
CO1-40% CO2-50% CO3-10%	**PO1, PO2, PO7, PO11**	**Confidence Interval Estimations**
CO1-20% CO2-20% CO3-60%	**PO1, PO3, PO5, PO11**	**Hypothesis Testing**

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.

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Course Code: SHFI464

Course Name: Business Taxation

Course Objectives:

- Compare and contrast Direct taxes with 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:

Upon completion of this course, students are expected to:

CO1	• Develop conceptual knowledge relating to taxation in India.
CO2	• Differentiate between Direct and Indirect taxes.
CO3	• Evaluate the taxable income of different entities in India.
CO4	• Determine the tax liability of different entities in India.
CO5	• Gain familiarity with GST in India.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO7, PO9,	Introduction to Taxation
CO1=100%	PO7, PO9, PO4, PO5	Basics of Taxation: Historical evolution of Taxation from Ancient to British System; Terms like Tax, Duty, Fee, Levy, Fine, Cess, Excess, Imposition etc.
CO1=20%,CO2=80%	PO4, PO5	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
CO1=100%	PO7, PO9, PO4,	Determination of Residential Status for all Assessees; Resident and Ordinarily Resident; Resident but not Ordinarily Resident and Non Resident;

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CO1=20%, CO2=80%	PO9, PO4,	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
CO1=20%, CO4=80%	PO7, PO9,	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
CO2=80%, CO3=20%	PO4, PO5	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
CO1=20%, CO3=80%	PO9, PO4,	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, etc. (4) Profits in Lieu of Salary

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CO2=80%, CO3=20%	PO7, PO9,	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
CO1=20%, CO3=80%	PO4, PO5, PO7	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.
CO1=20%,CO2=80%	PO7, PO9,	Computation of GTI – Set off and Carry Forward of Losses
CO3=20%, CO4=80%	PO7, PO9,	Deductions from GTI
CO1=20%, CO3=80%	PO4, PO5	Net Income, Taxable Income of Individual, HUF, Firm, Company
CO4=10%, CO5=90%	PO7, PO9, PO4, PO5	Goods and Services Tax (GST)
CO2=80%	PO9, PO4,	Contribution of Indirect Taxes in Indian Economy; Need for GST -Benefits of GST

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:

- TN Manoharan, Income Tax Law including VAT/Service Tax, Snow White Publications Pvt. LTD.

Suggested Books:

- Taxmann's: CENVAT Law and Procedure.
- Taxmann's: Central Excise Mannual and Central Excise Tariff.

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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:

- **CO1** Student will understand about Objectives of Company Law and Different types of Companies. Student will understand and appreciate different Stages in the formation of a Company. The student will learn about different clauses of MOA and AOA and legal rules regarding Prospectus
- **CO2** The student will learn about legal rules of Shares and share capital. Student will understand the implications of payment of dividend rules. The student will learn about Appointment, resignation and powers of Directors and auditors.
- **CO3** Student will understand and appreciate the rules regarding the AGM and EGM. Student will understand about how inspections and investigations are made in the companies. The student will learn about how Oppressions and mismanagements are done in companies.
- **CO4** The student will learn about procedure for reconstruction and amalgamation. The student will learn about different modes of winding-up and legal rules regarding that. Student will understand the Role and Functions – Regulation of Stock Exchanges.
- **CO5** The student will learn about banking system and regulations regarding that. The student will learn about Insurance laws. The student will learn about the Different employment laws in the country.
- **CO6** The student will learn about provisions of tax laws in the country. The student will learn about legal rules about the cyber issues. The student will learn about Types of Intellectual Property Rights and other issues relating to intellectual property rights.

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Course Study Plan:

COs%	POs	Course contents
CO1 100%	PO1,PO7	Company Law (Companies Act, 2013) Introduction to Company Law, Objectives of Company Law, Kinds of Companies
CO1 100%	PO1,PO7	Incorporation of a Company Formation of a Company,

		Stages in the formation of a Company
CO1 100%	PO1,PO7	MOA, AOA, Prospectus Introduction, Contents of MOA (Clauses) , Contents of AOA, Prospectus – Legal rules and contents
CO2 100%	PO1,PO9	Shares, Share Capital Shares of a company – types, legal rules, Share Captial – types and legal rules
CO2 100%	PO1,PO9	Dividends, Investments; Debentures Dividends – rules regarding payment of dividend Debentures – Charecteristics, kinds, Legal provisions
CO2 100%	PO1,PO9	Directors, Auditors, Appointment, resignation and powers of Directors and auditors
CO3 100%	PO1,PO9	Meetings Appointment, resignation and powers of Directors and auditors
CO3 100%	PO1,PO9	Inspections and Investigations Law relating to Inspection and investigaion
CO3 100%	PO1,PO9	Oppression and Mismanagement Prevention of Oppression and mismanagement
CO4 100%	PO1,PO7, PO9	Reconstruction and Amalgamation Compromise and arrangements and procedure for reconstruction and amalgamation
CO4 100%	PO1,PO7, PO9	Winding Up of a Company Modes of winding up, legal provisions applicable to winding up
CO4 100%	PO1,PO7, PO9	Securities laws SEBI: Securities, Contract Regulation Act, 1949, SEBI Act, 1992, Role and Functions – Regulation of Stock Exchanges.
CO5 100%	PO1,PO7, PO9	Banking Regulation Act, 1949, RBI Act, 1934, Non-banking Finance Companies, Private Banking, regional Rural Banks
CO5 100%	PO1,PO7, PO9	Insurance law: Insurance Contract, Essential Elements, Classifications, Insurance Legislations; IRDA Act, 1999 – Ombudsman, Liability Insurance
CO5 100%	PO1,PO7, PO9	Employment laws PF and Gratuity Laws – Workmen Compensation Act; Factories Act; Industrial Disputes Act; ESI Act
CO6 100%	PO1,PO7, PO9	Taxation Basics of taxation, Different heads of Income and computation

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		of Advance tax
CO6 100%	PO1,PO7, PO9	Cyber Law: Information Technology Act, 2000. Internet Law; Electronic Records and Documents; Digital Signatures; Authentication and Security Provisions; Provisions under different laws
CO6 100%	PO1,PO7, PO9	Intellectual Property Rights: Nature of Intellectual Property Rights; Types of Intellectual Property Rights; 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.

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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:

CO1	Understand the fundamentals of how data is stored in databases.
CO2	Students will discuss on the importance of databases, core concepts, database design and its refinements, moderate level of expertise in SQL.
CO3	Students should describe to design the database schema for at least a small size real life application.

Course Study Plan:

CO	PO	Course content
CO1=100%	PO7	Database system Applications Purpose of Database systems View of Data Database Languages
CO1=100%	PO7	Relational databases Database Design
CO1=100%	PO7	Data storage and Querying Transaction Management
CO1=100%	PO7	Database Architecture Database Users and Administrators
CO1= 60% CO2=40	PO7	Overview-ER model, Constraints
CO1=30, CO2=70%	PO1, PO7	ER Diagram, ER design issues
CO1=30, CO2=70%	PO1, PO7	Relational Database features
CO2=100%	PO1, PO7	First Normal Form
CO2=100%	PO1, PO7	Decomposition
CO1=30, CO2=70%	PO1, PO7	Functional Dependencies
CO1=30, CO2=70%	PO1, PO7	More Normal Forms
		Pre Midterm Test (TEST 1)
CO2=50,	PO1,	Creating tables

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CO3=50%	PO7, PO11	
CO2=50, CO3=50%	PO1, PO7, PO11	Customizing tables
CO2=50, CO3=50%	PO1, PO7, PO11	Defining relationships among tables
CO2=50, CO3=50%	PO1, PO7, PO11	Using queries to extract data
CO2=50, CO3=50%	PO1, PO7, PO11	Using queries cont...
CO2=50, CO3=50%	PO1, PO7, PO11	Aggregate functions
CO2=50, CO3=50%	PO1, PO7, PO11	Queries on Joined relations
CO2=50, CO3=50%	PO1, PO7, PO11	Update, Delete, CrossTab
CO2=50, CO3=50%	PO1, PO7, PO11	Creating and applying filters
CO2=50, CO3=50%	PO1, PO7, PO11	Creating forms and reports
CO2=50, CO3=50%	PO1, PO7, PO1	Creating forms and reports
CO2=50, CO3=50%	PO1, PO7, PO11	Creating forms and reports
CO2=50, CO3=50%	PO1, PO7, PO1	Switch board manager

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	1	
CO2=50, CO3=50%	PO1, PO7, PO11	Lab Practice
CO2=50, CO3=50%	PO1, PO7, PO11	Lab Practice
CO2=100%	PO1, PO7	Database security
CO2=100%	PO1, PO7	Object oriented Database Distributed Database
CO2=100%	PO1, PO7	Data Warehousing
CO2=100%	PO1, PO7	Data Mining

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

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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:

Upon completion of this course, students are expected to:

CO1	• Students would understand the organizational aspects of the risk functions and their roles & responsibilities.
CO2	• The student would learn how to value derivative instruments and use them for hedging, speculation, and arbitrage.
CO3	• The student would learn about risk management strategies and practices.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO7, PO9	Introduction to Financial Risk and Risk Management
CO1=100%	PO7, PO9	Derivatives Instruments
CO1=20%,CO2=80%	PO7,PO9	Usages and Functions of Derivative Markets
CO1=100%	PO7,PO9	Trading strategies involving options
CO1=100%	PO7,PO9	Option pricing
CO1=30%, CO2=70%	PO7,PO9	The Greek Letters / Option Greeks
CO2=20%, CO3=80%	PO7,PO9	Swaps
CO1=20%,CO2=80%	PO7,PO9	Interest Rate Derivatives
CO1=100%	PO7,PO9	Currency Risk Management
CO2=20%,	PO7,PO9	Value at Risk (VaR)

CO3=80%		
CO1=100%	PO7,PO9	Integrated Risk Management
CO1=20%,CO2=80%	PO7,PO9	Contemporary Issues and Closing Thoughts

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:

- Futures and Option Markets, John C. Hull, Pearson Education

Suggested Books:

- Risk Management & Derivative, Rene M. Stulz, Cengage
- Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House

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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:

- **CO1** Lists various types of disasters and its causes.
- **CO2** What is the relationship between various hazards and associated natural/social phenomena?
- **CO3** Explain institutional framework and its importance in disaster management.
- **CO4** Students find out how unplanned development leads to disaster?

Course Study Plan:

CO%	PO	Course content
C01 100%	PO1,PO3	***Introduction to disaster Management-*** *Concept of Disaster, Causes and Types of Disasters, hazards, Vulnerability analysis, Risks. Pandemics.*
C02 80% CO3 20%	PO1,PO3,PO4,PO5	***Disaster Management and Planning-*** *Policy of Disaster management Types of Plans: Management by Objectives; identifying Crisis Situation: A Framework;*
		TEST-1
CO2 20% CO3 80%	PO1,PO3,PO4,PO5	***Disaster Mitigation*** *- Structural Mitigation, Non-Structural Mitigation, , Emerging trends in Disaster Mitigation; Strengthening Capacity for Reducing Risk,*
		TEST-2
C03 70% CO4 30%	PO1,PO3,PO4,PO5	***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,*

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		Disaster Response - *Aims of response; Control Process and Measurement,* *States, Center and other Stake holders.*
CO3 70% CO4 30%	PO1,PO3,PO4,PO5	***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:*
CO3 100%	PO1,PO3,PO4,PO5	***Ascertaining Roles and Responsibilities*** *Roles and responsibilities o f community ; Panchayati Raj Institution/Urban Local bodies(PRIs/ULBs)*
CO4 100%	PO1,PO3,PO4,PO5	***Insights on Challenges in Management of Disaster –*** *Differential impacts, Impact of Development Projects such as dams; Change in Land use etc. Climate Change Adaptation;*
		Test 3 - Project Presentations

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.

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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.

Course Outcomes:

CO1	• The course will assist the students in nurturing knowledge, respect, and compassion for their natural surrounding environment.
CO2	• Students will be able to live responsibly and appreciate the environmental and cultural histories associated with the respective places.
CO3	• 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.
CO4	• Students will be aware of their role as citizens, consumers and environmental actors in a complex, interconnected world.

Course Study Plan:

CO%	PO	Course content
CO1 – 100%	PO1	Introduction to environmental studies
CO3 – 30%, CO4 – 70%	PO11	Ecosystem

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CO1- 20%, CO2 – 80%	PO7	Natural Resources
		TEST-1
CO2 – 70%, CO3 – 30%	PO8	Biodiversity & conservation
Co2 – 50%; CO3 – 50%	PO1	Environmental pollution
CO2 – 35%, Co3 – 30%, CO4 – 65%	PO2	Environmental policies and practices
CO3 – 50%, CO4 – 50%	PO12	Social issues and the environment
CO4 – 100%	PO7	Human communities and the environment

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	2			20

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Exam				
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].

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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 (COs):

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

CO1- understand, appreciate and acquire the knowledge of accounting concepts and the fundamental knowledge of accounting;

CO2- understand the process of accounting and accounting cycle;

CO3- understand the process of recording financial transactions and preparation of financial statements;

CO4- 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:

CO%	*PO*	*Course Contents*
CO1-100%	PO1, PO7	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
CO1-100%	PO1, PO7	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
CO2-100%	PO1, PO7, PO9	Books of Entry Recording of transactions in a Journal- Ledger Posting- Relationship between Journal and Ledger- balancing of accounts- trial balance
CO2-100%	PO1, PO7, PO9	Sub-division of Journal Subsidiary Journals, Purchases Book, Purchases Returns Book, Sales Book, Sales Returns, Cash book, Petty Cash book, Journal Proper, etc.

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CO3-100%	PO1, PO7, PO9, PO11	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
CO3-100%	PO1, PO7, PO9, PO11	Accounting for Depreciation Concept of Depreciation, meaning, importance in the process of accounting, methods of Depreciation
CO3-100%	PO1, PO7, PO9, PO11	Accounting for Inventories The concepts of inventory accounting, pricing of issues, stores ledger preparation, inventory pricing methods FIFO, LiFO, Weighted Average Methods
CO3-100%	PO1, PO7, PO9, PO11	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.
CO4-100%	PO1, PO7, PO9	Partnership Accounts Impact of admission, retirement, death or insolvency of a partner on the financial statements of a partnership firm

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.

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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.

Course Outcomes:

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

CO1	• Demonstrate an understanding of Accounting treatment for the issue and redemption of shares by the company
CO2	• Explain the process of preparation of company's financial statements.
CO3	• Knowing accounting treatment for Amalgamations – Mergers & Absorptions/Acquisitions.
CO4	• Explain the importance of valuation of goodwill. Application of accounting knowledge in special business activities.

Course Study Plan:

CO%	PO	*Topics*
CO1 – 100%	PO10, PO12	**Accounting for Issue of Shares**
CO1 – 60%, CO2 – 40%	PO11	**Issue and Redemption of Debentures**
CO2 – 70%, CO3 – 30%	PO7	**Preparation of Financial Statements of Companies**
		Cash Flow Statement
CO2 – 70%, CO3 – 30%	PO4	**Accounting for Amalgamation**
Co3 – 50%; CO4 – 50%	PO4	**Valuation of goodwill**
CO4 – 100%	PO1	**Hire Purchase and Lease**

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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

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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:

CO1	**1.** Demonstrate analytical skills financial decision-making process.
CO2	**2.** Evaluate the financial performance of a firm using various tools.
CO3	**3.** Identify and implement strategies for maximizing shareholders' wealth in a firm.
CO4	**4.** Enhance the required skills for sourcing of finance for a project.

Course Study Plan:

CO%	PO	Course content
CO1-100%	PO2, PO7	Capital Structure Policy
CO1 – 100%	PO2, PO3	Dividend Theory and Policy
CO2 – 100%	PO2, PO8, PO3	Working Capital Management
		TEST-1
CO2 – 50%; CO3 – 50%	PO2	Inventory Management
		Mid Semester Examination

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CO3 – 50%, CO4 – 50%	PO3, PO6, PO7, PO10	Receivables Management
CO3 – 100%	PO2, PO3, PO4	Cash Management
CO3 – 100%	PO2, PO9	Financing Current Assets
		TEST-2
CO3 – 50%; CO4 – 50%	PO2, PO7	Financial Statement Analysis
CO4 – 100%	PO3, PO9	Contemporary issues on international Financial management And Ethical issues

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*, 3rd Edition, 2017, McGraw Hill Education (India) Private Limited

Suggested Books:

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

Course Code: SHFI461

Course Name: Financial Markets & Services

Course Objectives:

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

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

CO1	• Apply the knowledge of Financial Markets to make a managerial decision.
CO2	• Develop, execute and evaluate the success of a financial service firm .
CO3	• Identify and implement strategies for success in financial service businesses in national and international contexts.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO4, PO9	Indian Financial System- An Overview
CO1=100%	PO7, PO9	Money Market
CO1=20%,CO2=80 %	PO7, PO9	Capital Market
CO1=100%	PO7, PO9	Securities market
CO1=20%, CO2=70%,CO3=10 %	PO7, PO9	Depository system
CO1=100%	PO7, PO9	Forex Market
CO1=20%,CO2=80 %	PO7, PO9	Credit Market
CO1=100%	PO7, PO9	Regulation of Financial markets
CO1=20%, CO2=70%,CO3=10 %	PO7, PO9	Latest Trends in Financial markets.

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CO1=30%,CO3=70 %	PO7, PO9	Financial Services
CO1=100%	PO7, PO9	Plastic Money
CO1=100%	PO7, PO9, PO4	Electronic Payment systems
CO1=20%	PO7, PO9	Mutual Funds
CO1=100%	PO7, PO9	Factoring & Forfaiting
CO1=20%,CO3=80 %	PO7, PO9	Leasing
CO1=100%	PO7, PO9	Hire Purchase
CO3=100%	PO7, PO9	Securitization
CO1=20%	PO7, PO9	Venture capital
CO1=100%	PO7, PO9	Credit Rating

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:

- M Y Khan, "Financial Services", TMH, 7th edition

Suggested Books: S. Bhole, L.M. and Jitendra Mahakud "Financial Institutions & Markets – Structure, Growth and Innovations", TMH 5th edition.

- Anthony Saunders & Marcia Millon Cornett, " Financial Markets & Institutions", TMH, 5th edition

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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:

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

CO1	• Demonstrate an understanding of Human Resource Management.
CO2	• Apply Human Resource Management concepts in business environment.
CO3	• Critically analyze the various HRM issues in business and generate alternatives to provide conclusions.
CO4	• Identify and critically examine the key ethical issues in Human Resource Management
CO5	• Effectively communicate to create a positive workplace with effective management of human resources.

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Course Study Plan:

CO %	PO	Course content
CO1 100%	PO1 PO3 PO5	Introduction to HRM
CO1 90% CO2 10%	PO2 PO4 PO6	Human Resource Planning
CO2 50% CO1 50%	PO8 PO9	Job Analysis and Job Design
CO2 100%	PO10 PO11 PO12	Recruitment
CO1 50% CO2 50%	PO1 PO6 PO7	Selection
CO2 80% CO1 20%	PO9 PO2	Training & Development
CO2 100%	PO 10 PO12	Managing Careers
CO3 100%	PO4	Performance Appraisal

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	PO9	
CO3 50% CO4 50%	PO 1 PO8 PO9	Compensation management
CO4 100%	PO 10 PO11	Grievance Handling
CO4 50% CO5 50%	PO 11 PO12	Disciplinary Action
CO4 80% CO5 20%	PO 1 PO4 PO 7	Employee Relations and Collective Bargaining
CO5 100%	PO 8 PO9	Ethics in HRM
CO1 20% CO2 20% CO3 20% CO4 20% CO5 20%	PO 5 PO8 PO9 PO12	Employee Relations and Collective Bargaining

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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

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Course Code: SHFI463

Course Name: Indian Financial System

Course Objectives:

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

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

CO1	• Recognize the functions of the financial system and its various constituents.
CO2	• Comprehend the role of various financial intermediaries in the Indian financial system.
CO3	• Identify various types of products and services offered by banks
CO4	• Conceptualize the significance of different financial services offered in India
CO5	• Comprehend the Significance and role of the market regulators in the Indian Financial system.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO7, PO9	**Introduction to Financial System**
CO1=100%	PO7, PO9	**Role of Financial Institutions in Financial Intermediation**
CO1=20%,CO2=80%	PO7, PO9	**Characteristics of Financial Markets**
CO1=100%	PO7, PO9	**Types of Financial Instruments & Products**

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CO1=20%, CO2=80%	PO7, PO9	**Banking products and Services**

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:

- Gordan & K. Natarajan - Financial Markets & Services, Himalaya Publishing House.

Suggested Books:

- IP.N. Varshney & D.KMittal - India Financial Systems, Sultan Chand & Sons,
- Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta - Indian Financial System, Kalyani Publishers

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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

CO1	Understand and apply basic concepts of international business management
CO2	Students will define and address practical business problems, and propose solutions based on theories of international business and government policies
CO3	Develop, execute and evaluate strategies for international business
CO4	Demonstration of critical thinking skills in the area of International Business management
CO5	To identify and evaluate the key ethical issues involved in International business

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Course Study Plan:

CO%	PO	Course content
CO1 100%	PO2 PO3	Introduction
CO1 90% CO2 10%	PO1 PO4 PO5	Globalization and International Business
CO2 50% CO1 50%	PO 8 PO9	Theories of International Trade
CO1 60% CO2 40%	PO 6 PO7 PO9	International Trade Patterns and Balance of Payments

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CO 3 50% CO2 50%	PO10 PO11 PO4	International Trading Environment and world trade Organization
CO2 100%	PO5 PO8 PO9	International cultural Environment, Political and Legal Environment
CO2	PO9	Policy frame work for International Trade

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50% **CO3** **50%**	**PO10** **PO11**	
CO3 **80%** **CO4** **20%**	**PO11** **PO12**	**Foreign Direct Investment**
CO3 **100%**	**PO11** **PO12** **PO10**	**Multinational Enterprise and International Marketing**
CO4 100%	PO 4 PO6 PO7	International Finance
CO4 50% CO5 50%	PO 9 PO 10	International Human resource Management
CO4	PO 4	International Trade procedure and Documentation

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80% CO5 - 20%	PO 6 PO 1	
CO5 100%	PO1 PO3 PO8	Global E- Business
CO5 **100%**	**PO 9** **PO10** **PO 11** **PO 12**	**Ethics and Social Responsibility**

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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

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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:

Upon completion of this course, students are expected to:

CO1	• To understand the foundations of E–Commerce
CO2	• To know how to prepare E–Business plan and to address E–Commerce related issues.
CO3	• To gain insights on Business incubators
CO4	• To design and develop E–marketing strategies and digital payment systems
CO5	• To comprehend E–marketing tools and E–Business entrepreneurship.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO6, PO7	Introduction to ECommerce, Unique Features of ECommerce Technology Types of E-Commerce, E-Commerce: A Brief History Understanding ECommerce: Organizing Themes, Academic Disciplines Concerned with ECommerce E-Commerce Business Models, Major BusinessTo-Consumer (B2C) Business Models Major Business -ToBusiness (B2B) Business Models

CO1=100%	PO2, PO1, PO7, PO3	How E-Commerce Changes Business: Strategy, Structure, And Process E–Business and The Global Economy at present Creating E–Business Plan Social and Behavioral, Ethical and Regulatory Issues in B2C Social and Behavioral, Ethical and Regulatory Issues in B2B
CO1=20%,CO2=80%	PO5, PO9,PO 7	Electronic Billing Presentation and Payment Local and Location-based Mobile Marketing Online Entertainment Market Size and Growth The growth of social networks and online communities The growth and evolution of portals
CO1=100%	PO1, PO3, PO5, PO7	The growth ECommerce after Digital Payment Economic foundations of E–Commerce using Location and Mobile Platform The strategy of E– Commerce business Economic of E–Business E–Business Technologies evolution
CO1=20%, CO2=80%	PO6, PO1, PO9	Business Models on the Internet The Online Retails Sector and The Retail Industry Omni-Channel Integration Method E-Tailing Business Models Manufacturer - Direct
CO1=10%, CO2=20%, CO3=70%	PO7, PO3	The Service Sector: Offline and Online Disintermediation Vs Hypermediation Online Retail – Channel Relationsip Business Incubators Role Distribution channel length function

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	**40**

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	of the semester	
	Total	**100**

Recommended Textbook:

Elias M Award, "Electronic Commerce from Vision to Fulfillment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RDEdition, Pearson Education.

Suggested Books:

- RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
- Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce–A ManagerialPerspective", Addison-Wesley.

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FOR HIGHER EDUCATION HYDERABAD

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 entrepreneur sing detail, especially ones who have transformed traditional businesses to modern.

Course Study Plan: -

CO%	PO	**Topics**
CO1 100%	PO2, PO3, PO8, PO11	Introduction to Entrepreneurship • Meaning of entrepreneurship • Entrepreneurship categories • Myths concerning entrepreneurship. • Entrepreneurship's Challenges • Ethics and Entrepreneurship • Pitfalls in Entrepreneurship Practice • Impact of entrepreneurship
CO1 50% CO2 50%	PO2	The Entrepreneurship ecosystem • What is an Ecosystem? • Players in the ecosystem Ecosystem and Entrepreneurial Mobility
CO1 60% CO2 40%	PO2, PO8	
CO1 40% CO2 30% CO3	PO1, PO2	Entrepreneurship Process • Entrepreneurship process • The unorthodox Iterative Process • An overview of the Entrepreneurship Process • Assessing the opportunity • Ideation and coming up with the ideas.

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30%		• Arriving at the right I2O Map • Building the business model • Creating the business plan • Marshalling the required resources • Creation of legal entity • Making the sale • Practice of the Process
CO1 50% CO2 50%	PO1, PO2, PO9	Introducing the Entrepreneur • Who is an Entrepreneur? • Myths about Entrepreneurs • Why becomes an Entrepreneur. • Definition of Entrepreneur • Characteristics of an Entrepreneur Types of Entrepreneur
CO1 50% CO2 50%	PO1, PO2, PO3, PO9	The Entrepreneurial Mindset • Importance of a mindset • Key Drivers • Entrepreneurial mindset in employees
CO1 20% CO2 50% CO3 30%	PO1, PO2, PO8	Intrapreneurship or Corporate entrepreneurship • What is corporate entrepreneurship? • Intrapreneurship and entrepreneurship • Hurdles in Intrapreneurship • Benefits of Intrapreneurship What Intrapreneurship is not
CO1 40% CO2 40% CO3 20%	PO1, PO2, PO3, PO9	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 I2O map evaluation sieve

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CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Business modelling • Introduction to business model • Function of business model • Types of business model • Designing a business model Interpreting and improving the business model
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Business planning • Define business plan. • Myths about business plan • Types of business • Section of business plan • Confidentiality of business plan • Review of business plan Business plan - Dos and don'ts
CO1 50% CO2 50%	PO1, PO2, PO9	Business creation • Setting the stage for action • 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
CO1 30% CO2 60%	PO1, PO2, PO8	Marshalling resources • Need of resources. • Factors influencing the need of resources. Types of resources
CO1 60% CO2 40%	PO1, PO2, PO9	Artof pitching • What is pitching? • Types of pitches Audience for the pitch
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Collaboration • Why collaborate. • Difference between vendors and suppliers • Joint ventures • Types of collaboration • Approaches to effective collaboration

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		Downside to collaboration
CO1 50% CO2 50%	PO1, PO2, PO9	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
CO1 50% CO2 50%	PO2	Evolution of a start -up • Scale- up of business • Key factors aiding evolution. • Evolution modelling Management of small business
CO1 60% CO2 40%	PO2, PO5, PO8	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 • Advantage of family business
		Video Sessions

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 Textbook: -

- Entrepreneurship Theory and Practice Author: Raj Shankar

Reference Readings:

- Exploring Entrepreneurship: Practices and Perspectives–Richard Blundel&Nigel Lockett
- New Venture Creation: Entrepreneurship for the21st Century –Jeffry A.Timmons&Stephen Spinelli (7th edition– TMH)
- Entrepreneurship Development (Indian Cases)–Kavil Ramachandra

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:

CO1	to provide an understanding of the fundamentals of IT
CO2	to identify the potential applications of the office tools and analyze their impact on managerial and organizational decision-making processes
CO3	to provide a conceptual and practical understanding and applications of word processing, spreadsheet and presentation software
CO4	to provide hands-on experience with the day-to-day business activities
CO5	to explore and examine the applicability of above tools in business applications

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO7	Introduction to Computers
CO1=100%	PO7	Introduction to Information Systems
CO1=100%	PO7	Introduction to Computer Networks & Internet
CO1=100%	PO7	Computer System Security and Data Protection
		Topic & Case
CO2=100%	PO1,PO7	Applications of IT: Spread Sheets
CO4=50,CO3=50	PO1,PO7	Applications of IT: Word Processing
CO3=20,CO4=50, CO5=30	PO1,PO7	Applications of IT: Making Presentations

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.

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FOR HIGHER EDUCATION

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:

CO1	To prepare the students with a set of concepts in psychology that is fundamental to understanding other business management courses.
CO2	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.
CO3	To enable the students to understand the methods of scientific thinking involved in assessment of human behavior.

Course Study Plan:

CO	PO	Course outcomes
CO1 10%	PO1, PO5,	**Nature, Scope and Methods in Psychology**
CO1 10%, CO2 10% CO3 10%	PO1	**Sensation, Attention and Perception**
CO1 10%, CO2 10% CO3 10%	PO1	**Learning**
CO1 10%, CO2 10% CO3	PO1	**Memory**

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10%		
CO1 10%, CO2 10% CO3 10%	PO1	**Intelligence**
CO1 10%, CO2 10% CO3 10%	PO1	**Emotions and Behavior**
CO1 10%, CO2 10% CO3 10%	PO1	**Managing Emotions**
CO1 5%, CO2 10% CO3 10%	PO1	**Motivation**
CO1 5%, CO2 10% CO3 10%	PO1	**Personality**
CO1 5%, CO2 5% CO3 5%	PO1	**Self-Perception, Social Perception**
CO1 5%, CO2 5% CO3 5%	PO1, PO3	**Social Influence**
CO1 5%, CO2 5% CO3 5%	PO1, PO3	**Social cognition and Relationships**
CO1 5%, CO2 5% CO3 5%	PO1	**Stress**

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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 Textbook:	"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
	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

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Course Code: SHHR462

Course Name: Leadership & Change Management

Course Objectives:

- To develop understanding of Leadership 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:

CO1	Develop a holistic understanding about the concepts, theories and role of leadership in enhancing business practices.
CO2	Apply leadership and change management concepts & theories to address business problems.
CO3	Identify key principles of ethical and moral leadership.
CO4	Identify the challenges faced in the process of change management and how organizational leaders handle resistance toward changes from employees. Understand bookkeeping system, concepts of Accounting, Accounting standards and cost concepts.

Course Study Plan:

CO	PO	Course Content
CO1 10% CO2 5%	PO3, PO10	The Nature and Importance of Leadership
CO1 10% CO2 5%	PO1, PO10	Personal Attributes of Leaders (Traits, Motives, and Characteristics of Leaders)

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CO1 5% CO2 5%	PO1, PO10	Charismatic and Transformational Leadership
CO1 5% CO2 5%	PO1, PO10	Leadership Behaviors, Attitudes and Styles
		NCP- 1
CO1 5% CO2 10%	PO1, PO10	Contingency and Situational Leadership
CO1 5% CO2 5% CO3 50%	PO5, PO10	Leadership Ethics and Social Responsibility
CO1 5% CO2 10% CO3 50%	PO1, PO5, PO10, PO8	Power, Politics, and Leadership
CO1 5% CO2 5%	PO1, PO3, PO8, PO10	Influence Tactics of Leaders

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CO1 5%, CO2 15%	PO1, PO2, PO8, PO10	Developing Teamwork
CO1 10% CO2 10%	PO2, PO3, PO4, PO10	Motivation and Coaching Skills of a Leader
CO1 10% CO2 5%	PO1, PO2, PO3, PO4, PO10	Creativity, Innovation, and Leadership
CO1 5% CO2 10%	PO1, PO3, PO12	International and Culturally Diverse Aspects of Leadership
CO2 10%	PO1, PO7	Leadership Development and Succession
CO1 5% CO4 40%	PO1,	Introduction to change
CO1 5% CO4 40%	PO1,	Models of Change
CO1 5% CO4 10%	PO1, PO3, PO4	Skills of change agent

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CO1 5% CO4 10%	PO1, PO8	Designing Organizational Interventions

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=SEDvDIIIC7E&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: 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.

Course Outcomes (COs):

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

CO1- Understand the theoretical and conceptual knowledge of macro economics.

CO2- 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.

CO3- 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.

CO4- Students will be able to think through a macroeconomic issue and generate a set of alternatives.

CO5- 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:

CO%	PO	Course content
CO1-100%	PO1, PO7	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)
CO2-100%	PO1, PO4, PO7	Economic Models, Equilibrium, Statics and Dynamics, Macroeconomic Stability and Business Environment

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CO1-100%	PO1, PO4, PO7	Objectives of Macro Economic Policy and Instruments,
CO1-100%	PO1, PO4, PO7	Importance of Macroeconomics
CO2-100%	PO1, PO4, PO7	Circular Flow of Income
CO2-100%	PO1, PO4, PO7, PO9	Concepts of National income
CO3-100%	PO1, PO4, PO7, PO9, PO11	Three Methods of Measuring GDP (Product method, Income Method, Expenditure Method)
CO3-100%	PO4, PO7, PO9, PO11	Real GDP Vs Nominal GDP
CO2-80% CO3-20%	PO4, PO7, PO9	Difficulties and Importance of Measuring National Income and Economic Welfare
CO2-100%	PO4, PO7, PO9	India's National Accounts
CO3-100%	PO1, PO4, PO7, PO9	Classical theory of Output and Employment: Say's Law of Market
CO3-100%	PO1, PO4, PO7, PO9	Classical theory
CO3-100%	PO1, PO4, PO7, PO9	Keynesian theory of Output and Employment
CO3-100%	PO1, PO4, PO7, PO9	Keynesian theory of Output and Employment
CO3-100%	PO1, PO4, PO7, PO9	Keynesian theory of Output and Employment (Stagflation, Supply side economies)
CO3-100%	PO1, PO4, PO7, PO9, PO11	Consumption Function (Keynes Psychological Law of Consumption, Marginal Propensity to Consume, Average Propensity to Consume)
CO3-100%	PO1, PO4, PO7, PO9	Consumption Function (Permanent Income Hypothesis, Life Cycle Hypothesis, Relative income Hypothesis)
CO3-100%	PO1, PO4, PO7, PO9	Saving Function (Saving Function, Marginal Propensity to save, Average propensity to save)
CO3-100%	PO1, PO4, PO7, PO9	Investment Function (Investment demand curve, Autonomous and Induced Investment, Determinants of investment, Types of Investment)
CO3-100%	PO1, PO4, PO7, PO9	Keynesian Aggregate Demand (Aggregate Demand Curve, When AD curve will shift towards left and right, Income expenditure approach and aggregate demand curve
CO3-100%	PO1, PO4,	Aggregate Supply

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	PO7, PO9	
CO3-100%	PO1, PO4, PO7, PO9	The concepts of Multiplier (Investment Multiplier, Crowding out Effect, Leakages from the Multiplier, Injections into the Multiplier)
CO4-100%	PO1, PO4	Definition and Functions of Money, Measures of Money Supply
CO4-100%	PO1, PO4, PO7	Demand for Money, Quantity Theory of Money, Cambridge version of demand for money
CO4-100%	PO1, PO4, PO7	Origin of Banking, Functions of a Central Bank and Commercial Banks
CO4-100%	PO1, PO4, PO7	Credit creation of Commercial banks
CO4-100%	PO1, PO4, PO7	RBI credit control, High-powered money and Money Multiplier
CO5-100%	PO1, PO4, PO7, PO9	Definition of Inflation, Consequences of Inflation
CO5-100%	PO4, PO7, PO9	Types of Inflation
CO5-100%	PO4, PO7, PO9, PO11	Measures of Inflation (Consumer Price Index(CPI), Wholesale Price Index(WPI))
CO5-100%	PO4, PO7, PO9	Theories of Inflation
CO5-100%	PO4, PO7, PO9	Anti-Inflation Policies
CO5-100%	PO1, PO4, PO7, PO9	Objectives of Monetary Policy, Instruments of Monetary Policy, Limitations etc
CO5-100%	PO1, PO4, PO7, PO9	Monetary Policy in India
CO5-100%	PO1, PO4, PO7, PO9	Meaning and Scope of Fiscal Policy, fiscal Instruments and target Variables, Kinds of Fiscal Policy, Fiscal Policy and Macroeconomic Goals, Limitations, etc.
CO5-100%	PO1, PO4, PO7, PO9	Crowding Out and Crowding In Controversy, Fiscal Policy in India
CO5-100%	PO1, PO4, PO7, PO9	Feature of Business Cycle, Theories of Business Cycle
CO5-100%	PO1, PO4, PO7, PO9	Unemployment, Measures for Unemployment, Types of unemployment, Impact of Unemployment,:
CO5-100%	PO1, PO4, PO7, PO9	Economic Interpretation of Unemployment and Inflation
CO5-100%	PO1, PO4, PO7, PO9	Phillips Curve, Okun's Law
CO5-100%	PO1, PO4, PO7, PO9, PO12	International Trade (Need for International Trade, International Vs. Domestic trade)
CO5-100%	PO1, PO4, PO7, PO9	Components of BOP Equilibrium and disequilibrium in Bop

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CO5-100%	PO1, PO4, PO7, PO9	Balance of Trade Vs Balance of Payments
CO4-50% CO5-50%	PO1, PO4, PO7, PO11, PO9	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)
CO5-100%	PO1, PO4, PO7, PO9	Basics of Exchange rate
CO5-100%	PO1, PO4, PO7, PO9	Economics of Growth and Development

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 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 Microeconomics, Gregory Mankiw, Cengage Publisher.

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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. CO1: Develop required skills for ascertaining the cost per unit
2. CO2: Demonstrate analytical skills in Managerial decision making through the application of marginal costing and CVP analysis .
3. CO3: Evaluate the Budgetary Control System
4. CO4: Implementation of Standard Costing in an Organization

Course Study Plan:

CO %	PO	Course content
CO1- 100%	PO1, PO2, PO5	Nature and role and scope of Management Accounting
CO1- 90% CO2- 10%	PO1, PO2, PO4, PO7	Introduction to Management Accounting Terms and Concepts
CO1- 50%, CO2- 50%	PO1, PO2, PO8, PO11	Cost Classification
CO1- 10%, CO2- 10%, CO3- 50%, CO4- 30%	PO1, PO2, PO5, Po7, Po9	Statement of Cost Sheet and its Construction- Unit or Output costing
CO1- 40%, CO2- 60%	PO1, PO2, PO4, PO7	Job Costing

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CO1- 30%, CO2- 30%, CO3- 40%	PO1, PO2, Po5, Po9	Batch Costing
CO1- 30%, CO2- 50%, CO3- 20%	PO1, Po2, PO7, PO10	Contract Costing
CO1- 20%, CO2- 60%, CO3- 20%	Po1, PO2, PO8, Po11	Process Costing
CO1- 30%, CO2- 30%, CO3- 10%, CO4- 30%	Po1, PO2, Po3, Po6	Cost – Volume – Profit (CVP) Analysis
CO1- 10%, CO2- 30%, CO4- 60%	Po1, Po2, PO5, PO7, PO11	Application of Marginal Costing, Absorption Costing and Differential costing techniques for Decision making
CO1- 10%, CO2- 40%, CO4- 50%	PO1, PO2, PO5, PO7	Standard Costing and Variance Analysis
CO1- 20%, CO2- 50%, CO3- 20%, CO4- 10%	PO1, Po2, Po4, PO7	Budgets and Budgetary Control
CO1- 30%, CO3- 50%, CO4- 20%	PO1, PO3, PO6, PO9, PO11	Activity Based Costing and Budget Costing

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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

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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

Course Outcomes (CO):

CO1- Demonstrate an understanding of the management control in an organization, strategic planning, difference between planning and control & management control and operational control

CO2- Demonstrate an understanding of the management control systems, responsibility center – importance & types, measurement of inputs and outputs

CO3- Demonstrate an understanding of various types of organization structure – advantages & disadvantages, organizational strategies, goals & objectives

CO4- Demonstrate an understanding of management control information and control process – operating budget, fixed and flexible budget, standard costing and variance analysis

CO5- Demonstrate an understanding of the key success variables and measures of financial goals, financial control and ratio analysis

CO6- Demonstrate an understanding of management control in projects

Course Study Plan:

CO %	PO	Course Content
CO1-100 %	PO1, PO7	• Basic concept of management control system • Management • Control • System • Management process and control • Activities in management control • Purpose and scope of management control
CO1-	PO1,	• Strategic

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100 %	PO7	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
CO2-100 %	PO1, PO7, PO9	Management control system - structure and process Management control system • Structure – Essential elements of responsibility centers, Measurement of inputs and outputs • Types of responsibility centers – Expense center, Revenue center • Business unit as a responsibility center • Process
CO2-100 %	PO1, PO7, PO9	Adaptive control system - design, system and culture • Adaptive control system • Formal system • Informal control system • Sub-system details
CO3-100 %	PO1, PO7, PO9	Organization structure • Different organization structures • The choice of the best system
CO3-100 %	PO1, PO7, PO9	Behaviour in Organization • Managerial behavior • Goals and control • Perception • Motivation • Goals and Needs • Goal Congruence • Cooperation and conflict • Organizational climate • Control and people
	7.	

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CO3-100 %	PO1, PO7, PO9	Strategies, Goals and Objectives • Strategic formulation • Mission and goal • Goals and objectives • Goals of an organization • Economic goals • Social goals
CO4-100 %	PO1, PO7, PO9, PO11	Management control information • Information and its value • Relevance and precision • Types of information • Management control information • Management Information System (MIS)
CO4-100 %	PO1, PO7, PO9	Control process • Control process • Budget • Budget and strategic planning • Budgetary control – System and purpose • Preparation of operating, fixed and flexible budget • 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
CO5-100 %	PO1, PO7, PO9	• 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
CO5-100 %	PO1, PO7, PO9, PO11	• Financial and Management Accounting • Financial Statement and Control • Analysis of Financial Statements • Techniques of Financial Analysis
CO6-100 %	PO1, PO7, PO9	• Nature of projects • The control environment • Project planning • Project execution • Project evaluation

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CO6-100 %	PO1, PO7, PO9, PO11	• 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
CO6-100 %	PO1, PO7, PO9, PO11	• Ethics in management functions & activities • Ethics in control systems & processes • Ethics in project management & control

Evaluation:

SI 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: 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 marketplace.
- To make students comprehend the concept of entry strategies in global marketplace.
- To make student learn about consumer decision making process and their buying behavior.

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: -

CO%	PO	Course content
CO1 100%	PO2, PO3, PO8, PO11	An Overview of Marketing
CO1 50% CO2 50%	PO2	Strategic planning for competitive advantage
CO1 60% CO2 40%	PO2, PO5, PO8	Ethics & Social Responsibility
CO1 40% CO2 30% CO3 30%	PO1, PO2	The Marketing Environment

CO1 50% CO2 50%	PO1, PO2, PO9	Developing a Global Vision
CO1 50% CO2 50%	PO1, PO2, PO3, PO9	NCP1
CO1 20% CO2 50% CO3 30%	PO1, PO2, PO8 PO1, PO2, PO3, PO9	Consumer Decision Making
CO1 40% CO2 40% CO3 20%		
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Mid-Term Examination
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Comprehending the basic differences between B2C and B2B marketing
CO1 50% CO2 50%	PO1, PO2, PO9 PO1, PO2, PO8	Segmenting, Targeting & Positioning
CO1 30% CO2 60%		

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CO1 60% CO2 40%	PO1, PO2, PO9	Decision Support Systems and Marketing Research
CO1 100%	PO2, PO3, PO8, PO11	Customer Relationship Management
CO1 50% CO2 50%	PO2 PO2, PO5, PO8	Social Media and Marketing
CO1 60% CO2 40%		
CO1 40% CO2 30% CO3 30%	PO1, PO2	Project(4s) Presentations & recap of important topics

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)

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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 Outcomes:

- **CO1:** in-depth knowledge of product, distribution, promotion and pricing decisions.
- **CO2:** Develop strategies for the efficient distribution of products and services.
- **CO3:** Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix.
- **CO4:** measure the impact of a social media campaign in terms of a specific marketing objective

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Course Study Plan:

CO	PO	Course content
CO1- 100%	PO1, PO2	Product Concepts
CO1- 80% CO2-20%	PO2, PO11	Developing and Managing Products
CO1- 20% CO2- 50% CO3-30%	PO1, PO7	Pricing Concepts
CO1- 10% CO2- 50% CO3- 40%	PO2, PO5, PO11	

		Marketing Channels
CO1-10% CO2- 10% CO3- 40% CO4- 40%	PO1, PO2, PO7	Retailing
CO1- 20% CO2- 20% CO3- 40% CO4- 20%	PO1, PO5, PO11	Integrated Marketing Communications
CO1- 10% CO2- 30% CO3- 40% CO4- 20%	PO1 PO4 PO5 PO7	Advertising and Public Relation
CO2- 20% CO3- 40% CO4- 40%	PO2 , PO5, PO9, PO11	Sales Promotion and Personal Selling
CO2- 30% CO3- 30% CO4- 40%	PO1, PO2, PO5, PO10	Social Media and Marketing
CO1- 10% CO3- 40% CO4- 50%	PO1, PO3, PO7, PO10	Services Marketing
CO1- 10% CO2- 10% CO3- 40% CO4- 40%	PO1, PO2, PO5, PO11	Nonprofit organization Marketing

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

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Recommended Text Book:

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

Suggested reference books: 1.Marketing Management-A south Asian Perspective (14e), Pearson by Kotler, Keller, Koshy and Jha

2. Marketing Management by RajatSaxena, Mc Grraw Hill education (5th Edition)

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:

- ➢ **CO1** Mercantile Law and legal system in India.
- ➢ **CO2** The Legal rules relating to Contracts in India
- ➢ **CO3** The Consumer Protection rules in India.
- ➢ **CO4** Different types of Negotiable instruments and the prominent differences among them.
- ➢ **CO5** Partnership and its formation.

Course Study Plan:

COs%	POs	Course content
CO1 100%	PO1,PO7	An introduction to the Indian Legal system and Business Laws.
CO1 100%	PO1,PO7	Business enterprises
CO1 50% CO2 50%	PO1,PO7	Introduction to Indian Contract Act, 1872
CO1 50% CO2 50%	PO1,PO7	Offer and Acceptance, Consideration, Capacity to contract
CO1 50% CO2 50%	PO1,PO7	Free Consent
CO1 50% CO2 50%	PO1,PO7	Legality of object and void agreements

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50%		
CO1 50% CO2 50%	PO1,PO7	Contingent and Quasi contracts
CO1 20% CO2 80%	PO1,PO7	Performance of Contract
		NCP 1
CO1 20% CO2 80%	PO1,PO7,PO9	Discharge of contact and Remedies for breach of contact
CO1 20% CO2 80%	PO1,PO7,PO9	Special Contracts: Indemnity and Guarantee
CO1 20% CO2 80%	PO1,PO7,PO9	Contract of Agency
CO2 60% CO4 40%	PO1,PO7,PO9	Sale of Goods Act Conditions and warranties Performance of Contract Rights of an Unpaid Seller
CO5 100%	PO1,PO9	Partnership Relations of Partners
CO4 100%	PO1,PO9	Negotiable Instruments Notes, Bills, and Cheques Parties to the Negotiable Instruments
		NCP 3
CO4 100%	PO1,PO9	Negotiation Presentment of a NI Dishonour Discharge
CO3 100%	PO1, PO7, PO9	Consumer Protection Act, 1986
CO5 100%	PO1,PO9	Right to Information Act,2005

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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

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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:

CO1	• Identify the role of operations management in the overall business strategy of the firm.
CO2	• Be proficient and be capable of integration of the operating system with other key functional areas of the firm.
CO3	• identify and evaluate the key factors and the interdependence of these factors in the design of effective operating systems.
CO4	• Apply appropriate tools for analysis of operating systems in the firm.
CO5	• Apply operations management policies and techniques to the service sector as well as manufacturing firms.

Course Study Plan:

CO	PO	Course content

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CO1=100%	PO7	Production Systems & Operations Management
CO1=100%	PO7	Operations Strategy, Productivity & Competitiveness
CO1=60, CO2=40%	PO7	Product and Service Design
CO1=100%	PO7	Capacity Planning for product and Services
		Test 1
CO2=100%	PO7	Process Selection and design

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CO2=100%	PO7	Facility Layout
CO2=100%	PO7	Facility Location planning
		Test 2
CO3=100%	PO1, PO7	Work design and work measurement
CO3=100%	PO1, PO7	Waiting Line Management
CO3=100%	PO1, PO7	Aggregate planning and master scheduling
CO3=100%	PO1, PO7	Inventory Planning & Control

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CO3=100%	PO1, PO7	Material Requirement Planning
		Test 3
CO4=100%	PO1, PO7	Operations And Personnel Scheduling
CO4=100%	PO1, PO7	Supply Chain management
CO4=10%, CO5=90%	PO1, PO7	Project Planning, Scheduling And Control

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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.

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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.

CO1	Demonstrate the understanding of the concepts and theories in Organizational Behavior.
CO2	Synthesize related concepts and apply them to organizational problems.
CO3	Analyze problems in OB and evaluate options for the most logical and optimal solution.
CO4	Enhance written and oral communication through presentations and report writing.

Course Study Plan:

CO %	PO	Course Content
CO1 100%	PO3	**Introduction to the course**
CO1 90% CO2 10%	PO1 PO2 PO4	**Foundation for Organizational Behavior**
CO1 100%	PO4 PO5 PO3	**Personality, Attitudes and Values**
CO2	PO6	**Perception and Decision Making**

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80% CO1 20%	PO7	
		Test –I
CO2 100%	PO10	Theories of Motivation:
CO3 50% CO4 50%	PO11 PO 8	Group Theory and Process
CO3 80% CO4 20%	PO9 PO10	Understanding work teams
		Revision (Pre-mid syllabus)
CO3 100%	PO 7 PO8 PO10	Leadership
CO3 80% CO4 20%	PO11 PO12	Power and Politics
CO4 100%	PO4 PO2 PO1	Conflict and Negotiation
CO4 90% CO3 10%		The Nature of Organizations
CO4 100%	PO3 PO6	Organizational Culture
CO1 25% CO2 25% CO3 25% CO4 25%	PO2 PO5 PO7	

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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.

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Course Code: SHBK451

Course Name: Principles & Practices of Banking

Course Objectives:

• 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 the Indian Financial system and Banking industry, products and services of banking industry, banking law, principles of lending, financial ratios and decision making and financial awareness.
• Apply various tools and techniques in the lending decisions.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

CO1	• Learn foundational analytical and institutional knowledge in banking and finance.
CO2	• Able to discuss the main theoretical and empirical drivers of financial and real asset valuation
CO3	• Expected to acquire general knowledge about standard financial assets and the risks they carry.
CO4	• Learn about the consequences of asymmetric information and transaction costs on banking.
CO5	• Able to highlight the main differences between financial systems, explain the role and origins of financial intermediaries, the methods used by banks to manage various types of risk, and the rationale for bank regulation.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO6	Banker Customer Relationship Types; Different Deposit Products & Services; Services to Customers & Investors KYC/ AML/ CFT Norms PMLA Act; KYC Norms Bankers' Special

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		Relationship Mandate; POA; Garnishee Orders; Banker's Lien; Right of Set off
CO1=100%	PO2	Consumer Protection - Operational Aspects of COPRA Act & Banking Ombudsman Scheme COPRA, Banking Ombudsman Scheme.
CO1=20%,CO2=80%	PO5	Payment and Collection of Cheques and Other Negotiable Instruments NI Act; Role & Duties of Paying & Collecting Banks; Endorsements; Forged Instruments; Bouncing of Cheques; Its Implications; Return of Cheques; Cheque Truncation System
CO1=100%	PO1	Data Communication Network and EFT systems Components & Modes of Transmission; Major Networks in India; Emerging Trends in Communication Networks for Banking; Evolution of EFT System; SWIFT; Automated Clearing Systems; Funds Transfer Systems; Recent Developments in India
CO1=20%, CO2=80%	PO6	Role of Technology Upgradation and its impact on Banks Trends in Technology Developments; Role & Uses of Technology Upgradation; Global Trends; Impact of IT on Banks
CO1=10%, CO2=20%, CO3=70%		Social Marketing / Networking Evolution, Importance & Relevance of Social Marketing/Networking Consumer Behaviour and Product Consumer Behaviour; Product Planning, Development Strategies, etc; CRM

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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:

- **Macmillan's Principle & Practices Of Banking**

Suggested Books:

- JAAIB Principle & Practices Of Banking
- **Banking An Introduction,. Indian Institute of Banking and Finance**



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CO1 100%	PO1 PO5 PO7	Introduction to Management Functions, roles, types, required skills, common mistakes of managers
CO1 90% CO2 10%	PO3 PO2 PO10	History of Management Scientific, Bureaucratic and Administrative, HRM, soldering, rate buster, 4 principles of Taylor, Hawthorne study, Henry Fayol
CO1 80% CO2 30%	PO7 PO9	Organizational Environments and Cultures Components of General and Specificenvironments, Keys to successful organizational culture
CO2 40% CO1 60%	PO10 PO11	Ethics & Social Responsibility Ethical behavior, Workplace deviance, Basic model of ethical decision making, Stakeholder model of CSR
CO2 100%	PO5 PO9 PO6	Planning & Decision Making How to make a plan that works, Rational decision making Process
CO2 50% CO3 50%	PO11 PO12	Organizational Strategy Sustainable competitive advantage,SWOT, BCG matrix, Risk-Diversification curve, Porter's Five forces
CO2 60% CO3 40%	PO11 PO10 PO6	Innovation & Change Creative work environment,Kurt Lewin's model of organizational change
CO3 70% CO2 30%	PO 9 PO3 PO2	Global Management Forms of global business, consistency and adaptation strategy
CO3 20% CO2 80%	PO 2 PO1 PO4	Designing Adaptive Organizations Guest Lecture / Revision Project Briefing Functional, product, customer, geographic and matrix forms of Departmentalization, Degree of centralization
CO2 100%	PO 8 PO 7 PO 6	Managing Teams Kinds and benefits of teams, Stages of team development
CO3 50% CO2	PO 5 PO 4 PO8	Managing Human Resource Systems Human resource management process and components, Job analysis

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50%		
CO2 50% CO3 50%	PO 9 PO10 PO11	Managing Individuals and a Diverse Work Force Diversity and its types, Big 5 personality dimensions, diversity training and practices
CO3 100%	PO 1 PO2	Motivation Motivation, its need and basic model, Theories of Motivation
CO2 90% CO3 10%	PO5	Leadership Leadership, Theories of Leadership, Blake-Mouton leadership grid,
CO2 100%	PO6 PO9	Guest Lecture / Revision Contemporary issues in management
CO2 50% CO3 50%	PO 8 PO 7	Managing Communication Communication, selective perception, the interpersonal communication process
CO3 100%	PO 2 PO 3 PO 5	Control Control, standards and benchmarking, Balanced scorecard
CO3 60% CO2 40%	PO 8 PO 9	Managing Information Capturing, processing and protecting information
CO2 50% CO3 50%	PO 10 PO 11	Managing Service and Manufacturing Operations Service profit chain, types of inventory, economic order quantity, just-in-time system

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CO3 100%	PO 1, PO 2	Projects Presentation + Revision Issues in management	**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

CO1	Explain the changing role of management, the basic principles of organizational design, and the different perspectives on change in the workplace
CO2	Elucidate the role of management in modern organizations and the importance of organizational goal setting
CO3	Elaborate the fundamental concepts and principles of management, including the basic roles, skills, ethics and functions of management

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Course Study Plan:

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.



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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:

CO	PO	Topic
CO1=100%	PO7,PO9	Introduction to Project Management,
CO1=20%,CO2=80%	PO7,PO9	A. The Conception Phase Project Conception
CO1=30%, CO3=70%	PO7,PO9	Project Organization Structure & Integration Managing Teamwork & Conflict
CO2=20%,CO3=80%	PO7,PO9	The Definition Phase Project Planning
CO1=100%	PO7,PO9	Project Uncertainty and Extended Network Techniques
CO1=100%	PO7,PO9	Cost Estimating & Budgeting
CO4=100%	PO7,PO9	Project Time-Cost Relationships

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CO1=30%, CO3=70%	PO7,PO9	Project Scheduling
CO1=100%	PO7,PO9	Managing Risks in Projects
CO1=20 %,CO2= 80%	PO7,PO9	C. The Execution Phase Project Monitoring & Control Progress and Performance Measurement
CO1=30%, CO3=70%	PO7,PO9	D. The Termination Phase Project Reporting Evaluation and Audit Termination

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	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, Sutter, Sutton & Gopalan, 2nd Ed.

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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:

CO1- Infer quality and productivity needs of organizations.

CO2- Outline various productivity and quality related problems and costs affecting organizations.

CO3- Select quality assessment tools and techniques through quantification of various aspects of quality and productivity.

CO4- Explain quality tools in practical business scenario.

Course Study Plan:

CO	PO	Course content
CO1= 100%	PO7	Introduction to Quality, Productivity management & Quality Philosophy
CO1= 100%	PO7	Costs of Quality & Quality in competitive world
CO2= 100%	PO7	Quality Problems
CO2= 100%	PO7	Statistics for Quality/productivity
CO3= 100%	PO7, PO2	Quality Control and tools
CO3= 100%	PO7	Six Sigma
CO3= 100%	PO7	Quality Culture

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CO4= 100%	PO7	Quality Planning and design
CO4= 100%	PO7	Kaizen and Lean Operations
CO4= 100%	PO7	Quality management in Service organisations

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.

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Course Code: SHOM455

Course Name: Quantitative Business Modeling

Course Objectives:

- 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 constrained 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:

Upon completion of this course, students are expected to:

CO1	• Develop and show an understanding of model development and convert business situations to mathematical models.
CO2	• Become aware and contrast various resource constraint situations and obtain results through meta-calculations and/through software's
CO3	• Understand, analyze, and summarize the problem solving aspect of decision making and interpret the output.
CO4	• Perform, assess, and explain sensitivity analysis under typical business scenarios and better comprehend business situations.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO1,PO 9	Introduction to Managerial Decision Modeling
CO1=100%	PO7,PO 11	Linear Programming Models: Graphical and Computer Methods

CO1=20%,CO2=80%	PO1,PO 9	Linear Programming Modeling Applications with Computer Analyses in Excel
CO1=100%	PO1,PO 91,PO7	Linear Programming: Sensitivity Analyses
CO1=20%, CO2=80%	PO7,PO 11	Transportation and Assignment Models
CO1=10%, CO2=20%, CO3=70%	PO1,PO 9,PO11	Decision Analysis
CO1=20%, CO2=80%	PO1,PO	Queuing Models
CO2=80%	PO7,PO 11, PO9	Simulation Modeling
CO1=20%, CO3=80%	PO11, PO9	Forecasting Models

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**

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Class Participation-2	4	**5**
Test-2	5	**15**
End exam	At the end of the semester	**40**
	Total	**100**

Recommended Textbook:

- **Business Statistics for Contemporary Decision Making (6th Edition) by Black, K. Wiley Publishers, ISBN-10: 0470409010; ISBN-13: 978-0470409015**

Suggested Books:

- **Hillier and Hillier, Introduction to Management Science, 4th or 5th Edition, McGraw-Hill/Irwin.**

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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 processes 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:

CO1	• Demonstrate knowledge of theoretical concepts of compensation management.
CO2	• Apply the conceptual understanding of recruitment and selection in a business setting.
CO3	• Describe the objectives, steps and challenges of compensation management in India.
CO4	• Identify key ethical issues in recruitment, selection and compensation management.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO1, PO5, PO10,PO8, PO2	• **Recruitment, Selection and Compensation in HRM**
CO1=100%	PO5, PO10,	• **Job Analysis and Design**

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CO1=20%,CO2=80%	PO10,PO8,	• **Recruitment Challenges**
CO1=100%	PO1, PO5,	• **Recruitment Sources**
CO1=20%, CO2=80%	PO8, PO2	• **Selection Planning**
CO1=10%, CO2=20%, CO3=70%	PO5,	• **Selection Process**
CO1=100%	PO2	• **Interviewing the candidates**
CO1=20%, CO2=80%	PO8,10	• **Reference and Background check**
CO1=10%, CO2=20%, CO3=70%	PO5,PO2	• **Pay Structures**
	PO1,PO3	• **Employee Benefits and Service**

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**

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Recommended Textbook:

- Bacal, Robert. Performance Management. Mc Graw Hill company Ltd. 2012

Suggested Books:

- **David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi,Routledge, 2002**
- Amstrong, Michael. Performance Management: key strategies and practical guidelines. Kogan Page. Third edition 2014.

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Course Code: SHMM451

Course Name: Retail Management

Course Objectives:

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

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

CO1	• Apply retail management concepts and theories in business situations.
CO2	• Evaluate retail management problems and identify appropriate solutions.
CO3	• Identify strategies and key success factors governing retail business.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO5, PO3	• Introduction to Retailing
CO1=100%	PO3, PO5	• Functions of Retailer
CO1=20%,CO2=80%	PO3, PO5, PO9	• Types of Retailer and Multi-channel Retailing
CO1=10%	PO3,PO5, PO7	• Consumer Buying Behavior in Retailing
CO1=20%, CO2=80%	PO3,PO5,PO9	• Retail Strategy
CO1=10%, CO2=20%, CO3=70%	PO4, PO3, PO5	Retail Location Strategy

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CO1=100%	PO3,PO 5, PO7	Customer Relationship Management
CO1=20%, CO2=80%	PO3,PO 5, PO7	Merchandise Management
CO1=20%,CO2=80%	PO4, PO3, PO5	Retail Pricing
CO1=100%	PO4, PO3, PO5	Store Layout
CO1=10%, CO2=20%, CO3=70%	PO3,PO 5, PO7	Information system and Supply Chain Management
CO2=80%, CO3=20%	PO3, PO5	Customer Service in retailing
CO1=20%,CO2=80%	PO4, PO3, PO5	Retail Communication Mix

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:

- Levy Michael, Weitz Barton - Retailing Management, Edition, Tata McGraw Hill, New York, 2006

- **Suggested Books:**Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006

- Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill, India, 2007

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Course Code: SHMM463

Course Name: Sales and Distribution Management

Course Outcome: -

CO1	• Demonstrate skills and competencies required for managing sales process in an organization.
CO2	• Discuss the influence of ethics in the process of sales management.
CO3	• Design and execute sales and distribution strategies.
CO4	• 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:

CO%	PO	Course content
CO1 100%	PO2, PO3, PO8, PO11	Introduction to Sales Management
CO1 50% CO2 50%	PO2	Consumer Decision Process
CO1 60% CO2 40%	PO2, PO5, PO8	The Shopping Environment
CO1 40% CO3 30% CO4 30%	PO1, PO2	Selling skills and strategies
CO1	PO1, PO2, PO9	Selling Style and Service

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50% CO4 50%		Orientation, selling process; sales territory design methods. Case: Patni computers: A Solution selling company. Case: Dairy of an insurance seller
		Test 1: MCQ
CO2 50% CO3 30% CO4 20%	PO1, PO2, PO8	Retailing and Shopping: Structure of Retail sector, various retail Formats, store layout, Product Assortments.
CO3 50% CO4 50%	PO1, PO2, PO3, PO9	Retail Profiling and Retail Management Practices
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Channel Designing- channel structure and channel designing framework, channel designing for various products. Lecture Case on Siffco Agro Chemicals Ltd.
		Sessions 1-26 Chapters- 1, 2, 3, 4, 15, 16 and 21.
CO3 50% CO4 50%	PO1, PO2, PO3, PO9	The Role of Internet and e- Commerce, usage of internet.
CO2 40% CO3 40% CO4 20%	PO1, PO2, PO3, PO9	Selecting Channel Members: Selection criteria
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Channel Commitment- Motivating members, various schemes offered for enhancing channel commitment.
CO3 60% CO4	PO1, PO2, PO8	Appraisal of Channel Members

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40%		
CO2 40% CO3 40% CO4 20%	PO1, PO2, PO3, PO11	Channel Conflicts- Various forms of conflicts, avoiding. Conflicts.
CO1 30% CO2 60%	PO1, PO2, PO8	Channel Management system
CO1 20% CO2 40% CO4 40%	PO1, PO2, PO9	Evaluation- Evaluation of various channels and the advantages and disadvantages associated with each. Case of Tata steel. Case of Castrol India Ltd. Channel evaluation of Dabur.
CO2 50% CO4 50%	PO1, PO2, PO9	Recruiting Sales Force- Process of Recruitment, skills required by potential salesmen, socialization of sales. Force and motivation.
CO1 10% CO2 30% CO3 20% CO4 40%	PO1, PO2, PO3, PO9	Targets and Appraisal-Process of target setting. Lecture and Case study of Bentonite.
		Test III-Written Test Assessment Goal: Ethical awareness

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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)

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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 world.
- 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:

CO1	• Apply concepts & theories of security analysis and portfolio management to real life investment problems.
CO2	• Develop the domain specific knowledge and critical thinking abilities for effective investment decision-making.
CO3	• Develop, execute and evaluate the success of investment programs.
CO4	• Identify strategies and key success factors for success in the securities market.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO6, PO7	Investment Alternatives and Objectives
CO1=100%	PO2,PO 7,PO9	Introduction to Risk – Return Tradeoff, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium

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CO1=20%,CO2=80%	PO5,PO 7,PO9	Organization and Functioning Securities Markets, Primary and Secondary Markets, Types of Markets, Types of Orders
CO1=100%	PO1,PO 7	Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations
CO1=20%, CO2=80%	PO6,PO 7,PO9	Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables
CO1=10%, CO2=20%, CO3=70%	PO4,PO 7	Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns
CO1=20%, CO2=80%	PO7,PO 9	Equity Portfolio Management Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth

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**

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Recommended Textbook:

- **Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan**

Suggested Books:

- **Investment Analysis and Portfolio Management by Prasanna Chandra 2**
- **Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty**

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Course Code: SHMM462

Course Name: Services Marketing

Course Objectives:

- Adapt to the special nature and characteristics of services in developing service products, 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.

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

CO1	• Understand the service economy, the nature of services, assessing business opportunities
CO2	• Understand segmenting and targeting of the market, buyer behaviour, services design
CO3	• Understand quality management, marketing communications, service delivery, pricing

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO6, PO4, PO7	Service economy and the nature of services. The service economy, nature of services, characteristics of services, services marketing mix
CO1=100%	PO2,PO 7, PO9	Assessing business opportunities. Competitive strategies, marketing research, perceptual mapping, segmenting and targeting the market, preparing a business plan.
CO1=20%,CO2=80%	PO5,PO 4, PO6	Buyer behaviour. Consumer behaviour leading to purchase, consumer experience, post experience behaviour, Business buying

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CO1=100%	PO1, PO7, PO4	Understanding customer requirements. Customers expectations and perceptions of service, customer research, customer defined service standards.
CO1=20%, CO2=80%	PO6,PO 7,PO9	Service design and development. Challenges to services design, new service development, developing the service blueprint, quality function deployment, service innovations.
CO1=10%, CO2=20%, CO3=70%	PO4,PO 2, PO 4, PO7	Service delivery channels. Direct channels, franchising, agents and brokers, Internet channels, channel conflict and its resolution, assuring quality and consistency across channels.
CO1=20%, CO2=80%	PO5,PO 7,PO9,P O6	Service delivery: Employee roles. Employee roles in service delivery, matching customer expectations, matching demand with capacity

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**

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Recommended Textbook:

- **Valarie A. Zeithaml and Mary Jo Bitner et al, Service Marketing, the fourth edition, McGraw-Hill**

Suggested Books:

- **Sheril E. Kimes and Richard B. Chase (1998), "The Strategic Levers of Yield Management**
- **Bateson & Hoffman**

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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:

- CO1: Analyse self for better self awareness and self esteem
- CO2: Develop him/her self as an effective team member and leader
- CO3: Excel in Presentation skills
- CO4: Apply/use social skills for corporate life
- CO5: Demonstrate creative problem solving skills

Course Study Plan:

CO%	PO	Course Content
CO1- 100%	PO1, PO11	Introduction to soft skills
CO1- 10% CO2- 90%	PO1, PO3, PO7	Self Awareness
CO1-10%, CO2- 10% CO3- 80%	Po1, Po5, Po6, Po9, Po11	Listening Skills
Co1- 10%, CO2- 40%, CO3- 50%	PO1, Po2, Po5, Po7	Communication Skills- Verbal and non-verbal
CO2- 40%, CO3- 60%	Po1, Po7, Po9, Po11	Body Language
Co1- 10%, CO2- 10%, CO3- 50%, Co4- 30%	PO1, PO2, Po4, PO7	Behavioural Styles (Assertive)

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Co1- 10%, CO3- 60% CO4- 30%	PO1, Po2, PO4, PO7, Po11	Effective Presentation skills
CO1- 20%, CO2- 30%, CO4- 10%, CO5- 40%	PO1, PO2, Po4, PO5	Team Building
CO1- 10%, CO2- 10%, CO3- 50%, CO4- 10%, CO5- 20%	Po1, Po3, PO6, PO7, Po11	Learning to be a Leader
Co1- 10%, CO2- 30%, CO3- 40%, CO5-20%	PO1, PO2, Po5, Po9	Creativity
Co3- 70%, CO4- 20%, CO5- 10%	Po2 ,Po4, Po5, Po7	Social skills & etiquette, Corporate etiquette, Telephone etiquette.

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

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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:

CO1	Set realistic and objective goals
CO2	Cope with stress
CO3	Understand and build upon personal attributes
CO4	Develop reading comprehension skills
C05	Display culture specific etiquette
C06	Follow structured thinking

Course Study Plan:

CO	PO	Course content
CO1 60%	PO1	Goal setting
CO3 50%	PO1	Time Management
CO 20%	PO1	Cover Letter &Resume/CV
CO2 20%	PO1	Stress Management

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CO1 20%, CO3 30%	PO1, PO2	Reading Comprehension
CO3 10%	PO2, PO3, PO8, PO10	Group Discussion
CO2 20%, CO4 100%	PO2, PO3	Mock Interview
CO2 10%, CO3 10%	PO2, PO3, PO9	Presentation Skills (CCA)
CO1 10%, CO2 10%,	PO1	Structured Thinking
CO1 10%, CO2 20%	PO2, PO3, PO12	Cross cultural communication

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.

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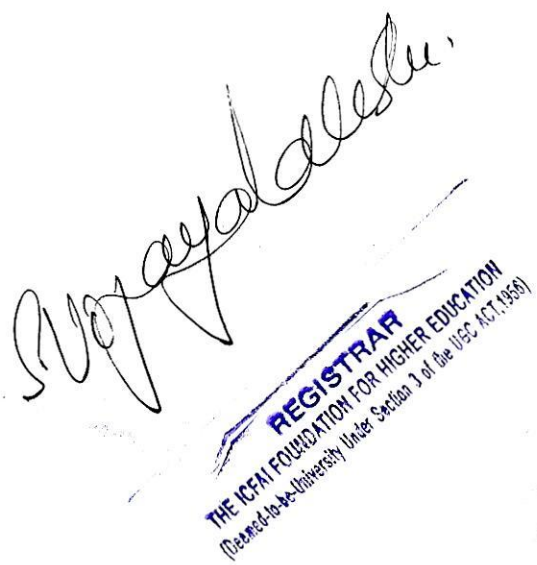
Component	Component Number	Weightage
Class Participation	1	10
Test I – Goal	2	10
Test II –	3	10
Test III – Group	4	10
Test IV –	5	10
Test V – Cross-cultural	6	10
End term exam	At the end of the semester	40
	Total	**100**

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: SHOP461

Course Name: Supply Chain Management

Course Objectives:

- To understand the nature of supply chains and trace the historical perspective, leading to their development and growth.
- To discuss the goal of the supply chain and explain the impact of supply chain decisions on the success of a firm.
- Develop an understanding of the primary differences between logistics and supply chain management
- Develop an understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- Develop an understanding of the management components of supply chain management

Learning Outcome of the Course:

Upon completion of this course, students are expected to:

CO1	• Understand the fundamental knowledge of management within the broad framework of Supply Chain and Logistics management.
CO2	• Apply the knowledge of accounting, finance, marketing, HRM and Operations management in effective performance of Supply Chain and Logistics Management.
CO3	• To apply quantitative techniques for optimizing the decisions on Supply Chain and Logistics Management
CO4	• Suggesting improvements in the production and manufacturing system on the basis of Supply Chain and Logistics
CO5	• Apply the Information technologies and latest innovations to improve the operational performance of business.

Course Study Plan:

CO	PO	Course Content
CO1=100%	PO6, PO7,PO 9	Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in

		SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM
CO1=100%	PO9, PO7	Logistics :Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.
CO1=20%,CO2=80%	PO5, PO6, PO7	Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network
CO1=100%	PO1, PO5, PO7	Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).
CO1=20%, CO2=80%	PO6, PO9, PO7	Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.
CO1=[illegible]% CO2=20% CO3=70%	PO4, PO9, PO7	Material and Inventory Management: Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical

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		problems on Inventory control techniques). Just-in-time (JIT) and KANBAN.

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:

Chase, R.B., Shankar, R. & Jacobs, F.R. Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)

Suggested Books:

- **Chary, S.N. - Production and Operations Management (Tata McGraw Hill, 6th Edition)**
- **Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)**

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 & development concepts in the business setting.

CO1	Demonstrate knowledge on the key concepts of training & development.
CO2	Apply training & development concepts in the business setting.
CO3	Presentation on training &development program of various institutions

Course Study Plan:

CO%	PO	Course content
CO1 100%	PO 2 PO6 PO12	Training in Organizations
CO1 90% CO2 10%	**PO1** **PO4**	Aligning Training with Strategy
CO2 50% **CO1 50%**	**PO8** **PO9** **PO12**	Learning, Motivation, and Performance
CO2 100%	PO9 PO10	Training Need Analysis

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CO1 70% CO2 30%	PO11 PO3 PO2	Training Design
CO2 100%	PO6 PO7 PO8	Traditional Training methods
CO2 50% CO3 50%	PO9 PO10	Computer-Based Training Methods
CO2 100%	PO5 PO3 PO1	Development and Implementation of Training
CO3 100%	PO2 PO4 PO8	Evaluation of Training
CO30 90% **CO2 10%**	**PO9** **PO10** **PO11**	Key Areas of Organizational Training
CO3 100%	**PO3** **PO6** **PO4**	Employee and Management Development
CO1 30% CO2 30% CO3 40%	PO2 PO4 PO7 PO9	

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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.

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Course Code: SLAC501

Course Name: Accounting for Managers

Course Description:

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

Course Objectives:

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

- Develop conceptual knowledge required for preparation of books of accounts.
- Create books of accounts on the basis of principles and regulations of accounting.
- Analyze and interpret financial statements for prudent business decisions.

Course Outcomes (CO):

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

CO1-Understand book keeping system, concepts of Accounting, Accounting standards and cost concepts.

CO2-Prepare Financial and Cost statements required for reporting and analysis purpose.

CO3-Gain familiarity with technologies, accounting methods and various uses of financial statements.

CO4-Identify the importance of managerial reports and techniques to analyze them for decision making.

Reading Material:

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

https://www.icai.org/post.html?post_id=7543

Supplementary Reading Material:

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

CO%	PO	Topic / Area Covered
CO1 – 100%	PO1	Introductory session
CO1-20% CO2- 80%	PO1	Journalizing the transactions, Posting in ledger, trial balance
CO2-50% CO3-50%	PO1, PO9	**Introduction to Accounting Concepts:** Money Measurement Concept, Entity Concept, Going Concern Concept, Cost Concept, The Dual Aspect Concept Schedule 3 of Companies Act 2013 format of balance sheet ,statement of changes in equity and their elements
CO2-50% CO3-50%	PO1, PO9, PO11	**Basic Accounting Concepts:** The Accounting Period Concept, Conservatism Concept, Realization Concept, Matching Concept

		Consistency Concept, Materiality Concept Schedule 3 of Companies Act 2013 format of statement of profit and loss and its elements
CO2-20% CO3-80%	PO1, PO9	Comprehensive Problem Solving
CO3-90% CO4-10%	PO1, PO9, PO11	**Revenue Recognition** **Concept –** Gross versus Net, Timing of Revenue Recognition, Delivery / Sales Method, Collection Method, Production Method, Percentage of Completion Method, Installment Method Amount of Revenue Recognition, Cash Discounts, Revenue Adjustment versus Expense, Warranty Costs. Case 5-3: Joan Holtz (A) Problems solving
CO3-90% CO4-10%	PO1, PO9, PO11	Inventory valuation in Merchandising / Manufacturing / Service Companies Full Cost of Inventory, Product versus Period Cost, Periodic versus Perpetual Methods of Inventory Costing: Specific Identification Method, FIFO, LIFO, Average Cost Method Valuation Principle Case 6-2: Lewis Corporation
CO1-20% CO3- 80%	PO1, PO9, PO11	Long-Lived Assets Asset versus Expense Self-Constructed Assets Depreciation and Disposal Depletion and Appreciation Intangible Assets: Goodwill, Patents and Copyrights

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		Research and Development Cost Case 7-3- Stafford Press
CO2- 20% CO3-70% CO4- 10%	PO1, PO9, PO11	Purpose of Cash Flow Statement Utility, Liquidity versus Profitability, Contents of Cash Flow Statement Cash flow from Operating Activities Cash flow from Investing Activities Cash flow from Financing Activities Direct method versus Indirect method Non Cash transactions
CO2-10% CO3- 70% CO4-20%	PO1, PO9, PO11	Understanding Annual Report, Notes, Schedules, Auditors Report, Directors Report, M D & A, Off Balance Sheet Items Annual report of TATA Steel Ltd.
CO3- 20% CO4-80%	PO1, PO9, PO11	Behavior of Cost: Cost concepts and classification of costs; Relation of Cost to Volume; Variable and Fixed Costs, Unit Costs Break Even Analysis & Applications; Break Even Point, Target Profit, Operating Leverage, Contribution Case 16-1: Hospital Supply, Inc Case 16-3: Bill French
CO3-10% CO4-90%	PO1, PO9, PO11	Full Cost – Concept & Uses Measurement of Direct Costs Allocation of Indirect Costs Case: Pepe Denim (CRC)
CO4-100%	PO1, PO9, PO11,	Decisions Involving Alternative Choices: Make or Buy; Dropping a product line; Shut down /

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Course Code: SHRM-501

Course Title: Business Analytics -I

Course Description:

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

Course Objectives:

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

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

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

Expected Learning Outcomes:

CO1-Apply conceptual understanding necessary to make meaningful analysis of data

CO2-Develop a manager's orientation and appreciation to evaluate different alternatives based on available data and select the best alternative.

CO3-Make use of different quantitative techniques in solving the research and business problems

CO4- Identify appropriate quantitative tools and techniques for decision making

Recommended Text Book:

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

Suggested reference books:

- Business Analytics Data Analytics and Decision Making Albright & Winston

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

Course Outline

CO	PO	Topic
CO1-100%	PO1,PO2	Introduction to Business Analytics • Evolution of Business Analytics •Frame work of Business Analytics
CO2-100%	PO3,PO2	Exploring Data Types of Data and sources •Quantitative and categorical data • Measurements, scales and collection of data Attitude Measurement • Introduction to Research •Types of research Cross Sectional, longitudinal data and Time series data •Collection and Preparation of data

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CO2-100%	PO1,PO2	Descriptive Analytics Creating frequency distributions-relative and cumulative , •Summary measures of data • Measures of Association between two variables(Pearson Correlation
CO1-40%,CO2-60%	PO5,PO6	Visualization Analytics Advanced Visualization using Tableau •Overview of Data Visualization • Tabulation of data • Advanced Charts and Dashboards tables and Charts
CO1-100%	PO2	Power BI •Transform data into visuals, explore and analyze data
CO3-30%, CO4-70%	PO1,PO2	Introduction to Random Variables, Expected value and Variance Binomial, Poisson & Normal & Exponential Distributions
CO1-100%	PO3	Sampling ,Questionnaire design •Various Sampling Methods Sampling Distribution Point Estimation & Criteria of good estimator
CO2-100%	PO4	Interval Estimation Concepts of interval estimations To develop confidence interval for

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		mean, proportion for one and two populations
CO1-100%	PO1,PO3	Hypothesis Testing - 1 To learn the Basic Concepts Testing of Hypothesis Testing for Mean, Proportion (One Population
CO2-100%	PO3,PO4	Hypothesis Testing - 2 Testing for differences in Means, Testing for difference in Testing for Proportions (Two Populations)
CO1-100%	PO2,PO4	Chi-square Distribution based Tests •Test for SD/Variance • Test of Independence •Goodness of Fit Test.
CO2-100%	PO4,PO5	Analysis of Variance Testing equality of Means of several Populations •Multiple Comparison Procedures
CO1-100%	PO7	Non Parametric Analytics a) one-sample sign test b. two-sample Wilcoxson test c. Kruskal-Wallis test. d. The runs test e. Rank Correlation

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Evaluation Timelines

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

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





Course Code: SLGM501

Course Name: Business Communication

Course Objective

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

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

Learning Outcome

The module will help students to

CO1-Prepare for making effective presentations

CO2-Demonstrate effective writing skills - Letters, memos, reports, business proposals, resume, cover letter

CO3- Conduct or participate in meetings and record the Minutes systematically

CO4-Communicate effectively during crises

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

Suggested Reference books:

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

Course Outline

CO	PO	Topic/Area Covered
CO1-100%	PO1,PO2	Effective Presentation Skills (input Sessions)
CO1-50%,CO2-50%	PO2	Body Language
CO1-30%,CO3-70%	PO4,PO5	Principles of Business writing
CO2-50%, CO4-50%	PO3,PO4	Resume and Cover letter
CO1-100%	PO4	Effective Presentation Skills Current Corporate Analysis (CCA)
CO2-100%	PO3,PO4	Memos
CO2-30%,CO3-70%	PO1,PO2,PO3	Business Letters-Claims & Responses, Negative messages

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CO1-100%	PO5,PO7	Agenda & MOM
CO2-100%	PO3,PO5	Business Proposals
CO1-100%	PO1,PO4	Report Writing (including SIP report)
CO2-100%	PO3,PO8	Effective Presentation Skills- Book or Movie Review
CO3-100%	PO4	Note Making, Blogs, Podcasts, Tweets
CO1-100%	PO5,PO6	Crisis Communication

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				**10**
Test	1			**15**
Test	2			**15**
Test / Project	3			**20**
End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SL FI 501

Course Name: Financial Management-1

Course Objective:

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

Learning Outcomes:

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

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

Recommended Text Book:

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

Suggested books:

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

- Corporate Finance, Ross Westerfield Jaffe, 7th McGraw Hill Education (I) Pvt Ltd.

CO1	Understand and appreciate the functioning of Indian financial system, role of financial intermediaries and features of financial instruments. Learn the concepts of time value of money and their real life applications.
CO2	Comprehend and estimate risk and return of securities; and their applications in real life scenarios.
CO3	Conceptualize the essence of valuation principles; and their applications to bond and equity valuation models.
CO4	Appreciate the essence of cost of capital and estimate the costs pertaining to equity, preference shares, debt, retained earnings and arrive at weighted average cost of capital. Estimate and evaluate of project cash flows and demonstrate the use of capital budgeting techniques

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CO%	PO	Topic / Area Covered
CO1: 60% CO 40%	PO1, PO3	Introduction to Financial Management; Interface of Financial Management with Other Functional Areas.
CO1: 100%	PO 4, PO 3, PO 5	Types of Financial Markets-Players, Instruments, Intermediaries, and Regulators etc
CO1: 60% CO2: 40%	PO 6, PO 7	Time value of money – compounding – discounting - Types of cash flows – single and multiple; Annuity and perpetual cash flows.
CO2: 100%	PO 3, PO 6	Concept of Risk and Return - concept of return - measures of risk- Capital Asset Pricing Model – Applying risk and return to portfolio
CO3: 100%	PO 8, PO 10	Cost of long term finance – cost of debt, cost of equity; Weighted Average cost of Capital and Marginal Cost of Capital.
CO 3: 80% CO4 20%	PO 12, PO 10	Features of bond, measures of bond value theorems - Current yield, Yield to Maturity –principles of bond valuation – Equity valuation models.
CO 3: 60% CO4 40%	PO 9 PO 10	Cost benefit analysis of Investments – types of capital budgeting decisions – Financial Appraisal Criteria – capital budgeting techniques - Cash Flow Estimation Analysis;
CO4 100%	PO 3, PO 4	Using Current data – NSE/BSE Each Group (2-3 students) is required to present on quantitative inputs (companies/Indices provided)

Evaluation Policy

Component	Component Number	Session	Marks declaration	Weightage
Class Participation	1	11	Session 11	10
Class Participation	2	22	Session 22	10

Class Participation	3	33	Session 33	10
Test-1	1	11	Real time	10
Test-2	2	20	Real time	10
Project	3	31	Session 33	10
Sem End Exam				40
Total				**100**

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Course Code: SLIT501

Course Name: Information System for Managers

Learning Goals: Applied Knowledge

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

Main objectives are:

(1) To understand significance of information systems in business

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

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

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

Course Learning Outcomes:

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

CO1: - Understand the significance of information systems in business.

CO2: - Apply the IT knowledge for better decision making.

CO3: - Know the process involved in design and development of information systems.

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

Suggested Books:

1. Management Information Systems - Managing the Digital firm and Jane P Laudon, 14th edition, Pearson Education, 2016 Kenneth C Laudon

2. Management Information Systems - The Manager's view Robert Schultheis and Mary Sumner, Tata McGraw-Hill, 1999 (21st reprint 2011)
3. Management Information Systems – Text and cases – A Digital firm perspective Waman S Jawadekar, 4th edition, Tata McGraw-Hill, 2009
4. ICMR cases ICFAI Publications

Course Outline:

CO%	PO	Topic & Case
CO1 100%	PO2, PO3, PO8, PO11	Concepts: Introduction to Information Systems: Advancements in Information Systems, Impact on Business, Functions and levels of management, Components of Information Systems, Stages of New Information Technology (IT) growth, Information Systems, Organizations and Strategy
CO1 50% CO2 50%	PO2	Information Systems, Stages of New Information Technology (IT) growth, Information Systems, Organizations and Strategy
CO1 60% CO2 40%	PO2, PO5, PO8	Concepts: Business process and Information systems: Impact of IT, Reengineering of work, IT and Business process redesign, Management challenges. Case: IT infrastructure and Business process synergy at Meru Cabs. IBSCDC OM0038 Information Systems at McDonald's Case Code: ITSY093
CO1 40%	PO1, PO2	Concepts:

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CO2 30% CO3 30%		Global e-business and collaboration: Types of IS (transaction processing, decision support, enterprise system, and e-business), Collaboration systems and tools, IS function. Case: Export with confidence Page 87 (textbook case)
CO1 50% CO2 50%	PO1, PO2, PO9	Concepts: IT infrastructure and emerging technologies: IT infrastructure, Infrastructure components, Current hardware trends, Current software trends, Open-source software, Cloud computing
CO1 50% CO2 50%	PO1, PO2, PO3, PO9	Concepts: Spreadsheet concepts: Overview of MS Excel, Insert, Delete, Clipboard, Font, Alignment, Editing, Name Manager, Open and Save files. Functions: Text functions, Date-time functions, Mathematical functions, Logical functions, and Statistical functions. Financial functions (NPV, IRR, PMT), Lookup functions (VLOOKUP, HLOOKUP, Match and Index) Presentation: Sort, Filters, Charts. Decision Support (DSS) using Excel: what-if analysis, Goal seeks, Scenario manager, Data tables, Pivot tables
CO1 20% CO2 50% CO3 30%	PO1, PO2, PO8	Concepts: Data organization in file system, Database approach, Data warehouses, Online analytical processing, Data and web mining. Relational DBMS features

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		Case: Unearthing the 36-Hour day Billing Pages 797-799 (textbook case)
CO1 40% CO2 40% CO3 20%	PO1, PO2, PO3, PO9	Concepts: Database Management Systems (DBMS) using MS-Access:. MS Access as DBMS tool: Tables, Data input, Query, Form, Report
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Concepts: Business Intelligence (BI): Decision making and IS, Enterprise BI, Decision support for management levels Knowledge Management (KM): Knowledge landscape, Enterprise KM systems, KM Work systems Case: One step ahead of criminal Pages 868-869 (textbook case)
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Concepts: Building IS : Overview of systems development, Alternate systems development approach, Application development for digital firm Case: Bumrungrad's Hospital 2000 Information System. **(ICMR Vol V)**

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CO1 50% CO2 50%	PO1, PO2, PO9	Concepts: Enterprise applications: Enterprise systems, Supply chain management systems, Customer relationship management systems, Next-gen applications Case: Unilever restructures its SCM practices. ICMR OPER/027 SCM and ERP Software Implementation at Nike: From Failure to Success Case Code: OPER049
CO1 30% CO2 60%	PO1, PO2, PO8	Concepts: E-commerce: E-commerce and internet, Business models, Mobile e-commerce, Building website, Traditional way of E-Commerce Case: A Blooming Web Business Pages 932-933 (textbook case)
CO1 60% CO2 40%	PO1, PO2, PO9	Concepts: Information Security: System vulnerability and abuse, Different Information Security Threats (Warms, Trojan horse, Virus, Bugs), Business value of security, Establishing a framework, Technologies and tools

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Evaluation:

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

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

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Course Code: Course Code: SLMM501

Course Name: Marketing Management-I

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

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

Course Objectives (CO): -

CO1	Understand the theory and science behind marketing decisions.
CO2	Gain an in-depth knowledge and importance of marketing for any organization.
CO3	Understand how the external and internal environment jointly impacts an organization and its marketing capabilities in different situations.
CO4	Understand how the marketing mix can be a significant tool for marketers in creating value and competing with rivals.

Recommended Textbook:

Textbook:

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

Reference Books:

- Marketing Management: A South Asian Perspective, 14th Edition, by Kotler, Keller, Koshy and Jha. Pearson Publication
- Principles of Marketing, 15th Editionby Philip Kotler and GaryArmstrong, Pearson Publication.
- **Course Outline**

CO%	PO	Topic / Area Covered

CO1 100%	PO1, PO7	Introduction to Marketing / Marketing in 21st Century
CO1 50%, C04 50%	PO1, PO7	Marketing Process / Marketing Mix
C02 50%, CO3 50%	PO1, PO7, PO9	Micro and Macro-Environment
CO1 30%, CO2 30% CO3 40%	PO1, PO7, PO9	Consumer Markets
CO2 50%, CO3 30%, CO4 20%	PO2 PO3	Business Markets
CO2 80%, CO3 20%	PO1, PO7, PO9, PO11	Market Segmentation
CO3 90%, CO2 10%		Targeting
		Test 1(Written Test)
CO2 50%, CO3 30%, CO4 20%	PO1, PO7, PO9, PO11	Positioning
CO1 30%, CO2 30% CO3 40%	PO1, PO7, PO9, PO11	Introduction to Product
CO3 60%, CO4 40%	PO7, PO9, PO11	Product mix
CO2 50%, CO3 30% CO4 20%	PO1, PO7, PO9	Product Lifecycle
CO2 60%, CO3 30%, CO4 10%	PO1, PO7, PO9, PO11	New Product Development
		Guest Lecture
CO3 50%, CO4 50%	PO1, PO4, PO8	Pricing Objectives, programs and Pricing Process
CO2 60%, CO4 40%	PO5, PO7, PO6	Adapting the price
CO2 80%, CO4 20%	PO8, PO11, PO12	Channel Design -do-

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CO1 50%, CO3 40%, CO4 10%	PO3, PO4, PO8	Physical Distribution
		Test2 Objective Test (MCQs)
CO2 80%, CO3 20%	PO4, PO8, PO11	Channel Management
CO1 30%, CO2 30%, CO3 20%, CO4 20%	PO1, PO4, PO8, PO9, PO12	Promotion-mix (or) Integrated Marketing Communication (IMC) Process
CO1 60%, CO3 40%	PO3, PO8, PO9	Managing Mass Communications (Advertising and Public Relation)
CO2 50%, CO3 30%, CO4 20%	PO2, PO9, PO11, PO12	Managing Mass Communications (Sales Promotion)

Evaluation Timelines

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

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

Course title: Managerial Economics

Course Description

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

Course Objectives:

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

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

Expected Learning Outcomes:

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

- **CO1** Take business decisions based on the key concepts of Managerial economics. Students will define firm level business problems and will find solutions to the problem based on key managerial economic concepts and critical thinking
- **C02** Students will be able to understand the market mechanism by analyzing the interplay between demand and supply forces
- **C03** Students will be able to understand the various ways to reduce cost of production by identifying the least cost combination of inputs using the theory of production.
- **C04** Students will be able to evaluate and compare various types of market structure and will be able to take production and pricing decisions in various types of markets.

Recommended Text Book:

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

Suggested books:

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

Additional readings

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

Session Plan

COs%	POs	Topic
C01 100%	PO1,PO4,PO6	Introduction to Managerial Economics, Partial and general equilibrium, Microeconomics and Macroeconomics
CO1 100%	PO1,PO4,PO6,PO9.P12	Three economic problems, Production Possibility Frontier, shifts in Production Possibility Frontier
CO2 100%	PO1,PO4,PO6,PO9.P12	Demand: Definition of demand, Law of demand and its exceptions, factors affecting demand curve , Movement along the demand curve , shift in the demand curve , Individual demand(Firm) and market demand(Industry) Demand Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products
C02 100%	PO1,PO4,PO6,PO9.P12	Supply: Definition of supply, Law of supply, Factors affecting supply, movement along the supply curve and shift in the supply curve, individual(firm) supply and market supply(Industry)
C01 100%	PO1,PO4,PO6,PO9.P12	
C04 50% C01 50%	PO1,PO4,PO6,PO9.P12	Market equilibrium , Price floor, price ceiling
CO1 40%, CO2 30%,	PO1, PO2	Case study discussion: **Would Housing be a dream in the Dream city of India?(ME0013)**

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CO3 30%		
CO1 50% CO2 50%	PO1, PO2, PO9	Elasticity of demand and Supply
C01 100%	PO1,PO4,PO6	Case Discussion: Economics of Apple, Inc.`s iPhone(ECON069)
CO1 100%	PO1,PO4,PO6,PO9.P12	Consumer Behavior: cardinal Approach
C02 100%	PO1,PO4,PO6,PO9.P12	Consumer behavior :Ordinal Approach, Indifference Curve analysis,
C01 100%	PO1,PO4,PO6,PO9.P12	Price Effect : Combination of Substitution and income effect
CO3 35% CO4 15%	PO1, PO9	Production Function
CO3 25% CO4 15%	PO1, PO3	Production Function:, Returns to Scale
		Case discussion: Gujarat Ambuja: Cost leader in the Indian Cement Industry (OPEA002)

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CO3 25% CO4 15%	PO1, PO3	Costs in the Short run
CO2 30% CO3 25% CO4 15%	PO1, PO3	Costs in the Long run
CO2 10% CO4 10%	PO4, PO6	Markets-perfect Competition
CO3 25% CO4 15%	PO1, PO3	Markets-Perfect Competition
		Markets –Monopoly
CO2 30% CO3 25% CO4 15%	PO1, PO3	Markets -Monopoly
		Case Discussion: RelianceJio Marching towards monopoly ECON080
CO3 25% CO4 15%	PO1, PO3	Monopolistic competition
		Case Study discussion: Gujarat Newsprint Industry
CO3 25% CO4 15%	PO1, PO3	Oligopoly-
CO3 25% CO4 15%	PO1, PO3	Price Leadership & cartels
CO2 30% CO3 25% CO4 15%	PO1, PO3	Game theory

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		Case discussion: **AIRBUS 350 vs BOEING 787: Battle for skies (COM0167B)**
CO2 30% CO3 25% CO4 15%	PO1, PO3	Externalities

Evaluation Timelines

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

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

Course Code: SLMM501

Course Name: Marketing Management-I

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

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

Course Objectives (CO): -

CO1	Understand the theory and science behind marketing decisions.
CO2	Gain an in-depth knowledge and importance of marketing for any organization.
CO3	Understand how the external and internal environment jointly impacts an organization and its marketing capabilities in different situations.
CO4	Understand how the marketing mix can be a significant tool for marketers in creating value and competing with rivals.

Recommended Textbook:

Textbook:

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

Reference Books:

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

Course Outline

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CO%	PO	Topic / Area Covered
CO1 100%	PO1, PO7	Introduction to Marketing / Marketing in 21st Century
CO1 50%, C04 50%	PO1, PO7	Marketing Process / Marketing Mix
C02 50%, CO3 50%	PO1, PO7, PO9	Micro and Macro-Environment
CO1 30%, CO2 30% CO3 40%	PO1, PO7, PO9	Consumer Markets
CO2 50%, CO3 30%, CO4 20%	PO2 PO3	Business Markets
CO2 80%, CO3 20%	PO1, PO7, PO9, PO11	Market Segmentation
CO3 90%, CO2 10%		Targeting
		Test 1(Written Test)
CO2 50%, CO3 30%, CO4 20%	PO1, PO7, PO9, PO11	Positioning
CO1 30%, CO2 30% CO3 40%	PO1, PO7, PO9, PO11	Introduction to Product
CO3 60%, CO4 40%	PO7, PO9, PO11	Product mix
CO2 50%, CO3 30%, CO4 20%	PO1, PO7, PO9	Product Lifecycle
CO2 60%, CO3 30%, CO4 10%	PO1, PO7, PO9, PO11	New Product Development
		Guest Lecture
CO3 50%, CO4 50%	PO1, PO4, PO8	Pricing Objectives, programs and Pricing Process
CO2 60%, CO4 40%	PO5, PO7, PO6	Adapting the price
CO2 80%, CO4 20%	PO8, PO11, PO12	Channel Design

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		-do-
CO1 50%, CO3 40%, CO4 10%	PO3, PO4, PO8	Physical Distribution
		Test2 Objective Test (MCQs)
CO2 80%, CO3 20%	PO4, PO8, PO11	Channel Management
CO1 30%, CO2 30%, CO3 20%, CO4 20%	PO1, PO4, PO8, PO9, PO12	Promotion-mix (or) Integrated Marketing Communication (IMC) Process
CO1 60%, CO3 40%	PO3, PO8, PO9	Managing Mass Communications (Advertising and Public Relation)
CO2 50%, CO3 30%, CO4 20%	PO2, PO9, PO11, PO12	Managing Mass Communications (Sales Promotion)

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			10
Test-1	1			20
Test-2	2			20
Project	3			10

End exam	At the end of the semester	40
	Total	**100**

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Course Code: SLHR501

Course Name: Organizational Behaviour

Course Objectives

The objectives of this course are to:

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

Learning Outcomes

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

CO1-Compare the behavioral differences at individual, group and organizational levels

CO2- Demonstrate effective interpersonal and conceptual skills to increase the leadership potential and improve managerial abilities

CO3- Apply the knowledge of organizational behavior towards attaining organizational effectiveness

Recommended Textbook

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

Reference books

- Luthans, F. (2010). Organizational Behavior. (12th ed.). Noida, McGraw Hill Education India.

- Griffin, R. W. & Moorhead, G (2014). Organizational Behavior: Managing People and Organizations (11th ed.). New Delhi, Cengage Learning India Pvt. Ltd.

E-Learning Material

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

- Youtube Videos

Course Outline

CO	PO	Topics
CO1-100%	PO1,PO2	Management Thought and OB:
CO2-60%, C03-40%	PO1	Individual Learning and Behavior:
CO2-100%	PO2,PO4	Attitudes, Values and Job Satisfaction:
CO1-70%, CO3-30%	PO5	Perception
CO1-100%	PO3	Personality
CO2-60%, CO3-40%	PO4,PO5	Motivation
CO1-100%	PO2	Group and Teams
CO2-50%, CO3-50%	PO2,PO3	Communication
CO1-100%	PO1,PO2	Leadership
CO2-60%, CO3-40%	PO4	Power, Authority & Politics
CO1-80%, CO2-20%	PO5	Conflict & Collaboration
CO1-100%	PO2,PO3	Organizational Structure
CO1-30%, CO2-70%	PO3	Organizational Culture
CO1-100%	PO1,PO2	Organizational Change

Evaluation Timelines

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

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

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Course Code: SLRM502

Course Name: Business Analytics-II

Course Objective

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

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

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

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

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

CO1- be equipped with capabilities to identify a business problem, define its objectives,

CO2- identify analytical methodology and data collection methods,

CO3- carry out appropriate quantitative and/or qualitative analysis, and

CO4- draw meaningful conclusions with regard to the study objectives. If the situation is one of modeling, it aims at inculcating modeling ability for the context.

Recommended Text Book:

TEXT BOOK	AUTHOR / PUBLICATION

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

Course Outline:

CO	**PO**	**Topics**
CO1-100%	PO1,PO2	**Predictive Analytics** Scatter plots & Correlations * Simple Linear Regression
CO2-100%	PO1,PO3	Multiple regression as an extension of simple regression, assumptions of regression, Multiple Regression * Inference and Regression Categorical Independent Variables * Modeling Non-linear Regression

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		* Model Fitting SAS output interpretation Regression based Trend Models, Residual analysis, Dealing with Multi-collinearity, Regression with Dummy Variables, Transformation of Variables, Addition / deletion of variables, idea of Autocorrelation,
CO1-50%, CO3-50%	PO5,PO7	**Logistic Regression** : Regression based trend models,Moving Averages, Exponential Smoothing
CO4-100%	PO3,PO5	**Prescriptive Analytics** :Linear Programming, Transportation Problems, Decision making under Bayesian Approach, uncertainty and Risk, Stochastic modeling used in randomly changing situations. Monte Carlo Simulation
CO1-100%	PO3,PO5	**Multivariate Data Analytics:** Factor Analysis, Cluster Analysis
CO2-100%	PO2	**Non Parametric Analytics :** Non-Parametric Analytics
CO4-100%	PO7,PO9	**Machine Learning:** Basics of Machine learning

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Evaluation Timelines

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

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

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Course Code: ALHR502

Course Title: Career Management

Course Objectives

a) To provide an opportunity to the students for self-assessment of their personal strengths, weaknesses, opportunities, and threats.

b) To facilitate a learning environment where students can develop their personal and professional skillsets in the following areas—

- Listening and conversational skills
- Cross cultural communication
- Effective presentation
- Time Management
- Social and Dinning Etiquette
- Group discussions and personal interviews

c) To discuss the effects and coping mechanism of work stress.

d) To help in designing short term and long term career goals.

e) To explain the benefits of being assertive and having positive work attitude.

Expected Learning Outcomes

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

CO1- Self-assess their strengths, weaknesses, opportunities and threats.

CO2- Design and deliver effective presentations.

CO3- Comprehend the benefits of listening, conversational, and cross-cultural skills.

CO4- Apply the social and dining etiquettes.

CO5- Gain sufficient knowledge and skills for a better performance in group discussion and personal interviews.

CO6- Manage and design time management strategies and career goal sheets.

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

Recommended Text Book:

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

Suggested Reference Books:

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

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Course Outline

CO	PO	Topic
CO1-100%	**PO1,PO2**	Introduction to Career Management
CO2-100%	**PO2**	Self-Awareness and Self-Assessment Topic

		Introduction to Career Management Self-Awareness and Self-Assessment Goal Setting Listening Skills Group Discussions Time Management Stress Management Interview- Types of Interview, Expected questions in interview Communication style and Conversational skills Effective Presentation Skills Presentation Social skills, Netiquette, Dining & Telephone Etiquettes Cross Cultural Communication
CO2-50%,CO3-50%	**PO1,PO3,PO4**	Goal Setting
CO3-100%	**PO5**	Listening Skills
CO4-100%	**PO2,PO3**	Group Discussions

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CO5-50%,CO6-50%	**PO4,PO5**	Time Management
CO2-100%	**PO3**	Stress Management
CO1-100%	**PO3,PO4**	Interview- Types of Interview, Expected questions in interview
CO5-50%,CO6-50%	**PO5,PO6**	Communication style and Conversational skills
CO1-100%	**PO7,PO8**	Effective Presentation Skills
CO2-100%	**PO3,PO4**	Social skills, Netiquette, Dining & Telephone Etiquettes
CO3-100%	**PO5**	Cross Cultural Communication

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

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

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Course Code: SL FI 502

Course Title: Financial Management - II

Course Description:

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

Course Objectives

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

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

Learning Outcomes

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

CO1	Develop required skills for sourcing of finance for a project.
CO2	Demonstrate analytical skills in financial decision-making process.
CO3	Evaluate the financial performance of a firm using various tools.
CO4	Identify and implement strategies for maximizing shareholders' wealth in a firm.

Recommended Text Book:

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

Suggested reference books:

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

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CO%	PO	Topic
CO1 80% CO2 20%	PO1, PO3, PO6	Sources of Long-Term Finance
CO2 90% CO1 10%	PO2, PO4, PO5	Leverages
CO3 70% CO1 30%	PO5, PO7, PO8	Capital Structure and Firm Value

CO2 50% CO3 50%	PO9, PO10	Capital Structure Policy
		TEST-1
CO4 20%, CO3 80%	PO1, PO10	Overview of Working Capital Management
CO4 50%, CO3 50%	PO3, PO2, PO6	Inventory Management
CO3 60%, CO2 40%	PO 5, PO8	Receivables Management
		TEST-2
CO2 40%, CO4 60%	PO6, PO 7	Financial Statement Analysis
CO4 30%, CO2 70%,	PO11, PO12, PO5	Dividend Policies & Theories
CO3 50%, CO4 50%	PO10	Cash Management
CO4 50% CO3 50%	PO7, PO6, PO3	Financing Current Assets
CO4 100%	PO8, PO9	Financial Forecasting
CO1 100%	PO12, PO2, PO5	Project Work

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Evaluation Timelines

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

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





Course Code: SHFI631

Course Name: Goods and Services Tax (GST)

Course Objectives

To obtain insight into the fundamentals of GST Law, regulations and procedures

To understand the various issues, problems faced by industry in the new GST regime

To provide insights as to how corporate need to gear up their process, procedures and practices

To enhance the analytical and problem solving skills

Learning Outcomes

CO1 In depth knowledge of the GST act brought into force

CO2 Recognise the Incidence of Time , Place of supply under GST law

CO3 Appreciate the benefits provided by the GST laws for all stake holders

CO4 Hands on experience of the impact of GST on businesses

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

Course Outline:

COs%	Pos	TOPIC
CO1 100%	PO1,PO7	**Overview of GST**
CO1 80%, CO2 20%	PO1,PO7, PO8	**Registration under GST**
CO2 80%, CO3 20%	PO1,PO7, PO9	**Supply of Goods or/and Services**
CO2 80%, CO3 20%	PO1,PO7, PO9	**Time of Supply**
CO2 30%, CO3 70%	PO1,PO8	**Place of Supply**
CO2 30%, CO3 70%	PO1,PO8	**Value of Supply**
CO2 30%, CO3 70%	PO1,PO8	**Input Tax Credit (ITC)**
CO3 30%, CO4 70%	PO1,PO8	**Taxes Heading under GST**
CO3 30%, CO4 70%	PO1,PO5, PO8	**Records & Books under GST :**
CO3 30%, CO4 70%	PO1,PO4	**Filling, Assessment and Audit: Self-assessment**
CO4 100%	PO1,PO5, PO9	**Contemporary issues – Notifications by GST Council -**

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Evaluation Pattern

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

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Course Code: SL HR 502

Course Name: Human Resource Management

Course Objectives

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

Course Outcome

CO1	Know what HRM is all about
CO2	Gain insight into functions of HRM and HR activities
CO3	Differentiate between Line and Staff
CO4	Identify the HRM challenges
CO5	Understand SHRM and its need for alignment

Text Book

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

Suggested Reading

- George W. Bohlander, et al., Principles of Human Resource Management 16th Edition, Cengage Publications, 2017.

- John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2003.
- Edwin B.Flippo, Personnel Management, 6/e, McGraw Hill, 2003.
- K. Aswathappa, Human Resource and Personnel Management, 3/e, Tata McGraw Hill, 2003
- Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson, 2003.
- 6. ArunMonappa, Human Resource Management, TMH, New Delhi, 2004
- 7. R.S.Dwivedi, Managing Human Resources: Industrial Relations in Indian Enterprises, Galogotia Publishing Company, Mumbai, 2002.
- 8. C.B.Memoria and S.V.Gankar, Personnel Management: Text and Cases, Himalaya, Bombay, 2003.
- 9. Gomez-Mejia: Managing Human Resources, 3/e Pearson Education.

COURSE OVERVIEW & COURSE PLAN

CO	PO	Topics/Subtopics
CO1= 100%	PO2	**Introduction to HRM** The Concept of HRM; History of HRM, Evolution of HRM in India; Scope of HRM; Differences between Personnel Management and HRM, Human resources and human capital; Line and Staff functions of HRM; Importance of HRM to all Managers; Functions of HRM - Competencies for HR managers, HR Compass, New HR competency model,; Interrelation of HRM with other Functional areas; The future of HRM & Challenges **Strategic HRM** Strategy, Levels of strategy, Strategic Planning and HR **<u>Aligning HRM with Business Strategy</u>** Need, Aims and Theories of SHRM & Effectiveness

CO1= 40% CO2= 60%	PO1	**Concept of Job Analysis** Steps in Job analysis – Sources, Methods of Job analysis, Job Description, Job Specification Job rotation – Job enlargement – Job enrichment. Job Design, Approaches, Job Characteristics Model
CO1=40 CO2= 60%	**PO1,PO3**	**Human Resource Planning and Recruitment** HRP - Need and Importance of forecasting, Demand and supply for employees-Balancing supply and demand considerations, Process and Methods & Techniques of HRP Strategic recruiting – Sources – External & Internal – Process - E-recruitment – Evaluation metrics for effectiveness of recruiting
CO1=40%CO2= 60%	PO1,PO3, PO8	**Selection & Placement** Selection process/stages: Application blank Initial screening, Pre-employment tests – reliability and validity of tests, Interview, types of interviews, Effectiveness of interview, legality, Background checks, Selection decision, Placement - Induction
		NCP 1
CO1=40%CO2= 60%	**PO3**	**Training and Development** Difference between Training and Development, Training Process - Need Assessment – Organizational – Task – Individual, Design – Learner characteristics – Training Instructional Strategies, Training Implementation – Nature internal or external – subject matter – methods - On job – off job – E- Training, Training evaluation - Kirkpatrick's model of evaluation; MDP

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CO1= 40% CO2= 60%	**PO7**	**Performance Management** Performance Management Systems, Objectives of Performance Appraisal, Performance standards, Sources of appraisals,The Appraisal Process, Methods of appraisals - Pitfalls in Performance Appraisal – Appraisal Interview Quality of Work Life (QWL)
CO2 = 70% CO4= 30%	**PO7.PO9**	**Managing Careers** Concept of Career, Career Anchors, Elements/Process of Career Planning, Benefits, Developing Talent, Career Planning issues: Dual family careers, Low ceiling career, Declining opportunities, Restructuring, Career Plateaus and Work-family issues, Career Development Cycle Promotions, Transfer and Succession Planning.
CO2 = 70% CO4= 30%	**PO7,PO9**	**Compensation Management** Compensation – Philosophy – Nature and Purpose Types of Wages & Wage plans, Compensation Design – Job Evaluation – Process & Methods, Pay Structures in India - Government Regulation of Compensation
		NCP 2
CO3= 40% CO3= 30% CO4= 30%	**PO11**	**Rewarding Performance** Administering Incentive Plans, Individual Incentives, Group Incentives, Enterprise Incentives Plans, Executive compensation, Non-Monetary Incentives, Designing Effective Incentive Plans
CO4= 40% CO5= 60%	**PO7**	**Benefits and Services** Creating a Benefits package, Planning Benefits – Security – Health Care Retirement – Pension, Financial benefits – Other Benefits as required by the law (India)- Strategic

		Benefits Planning
CO4= 40% CO5= 60%	**PO7**	**Discipline and Employee Rights** Employee rights and privacy, Disciplinary policies, procedures and types of action – Dismissal and Discharge of an employee, Grievance Handling: Grievance - Causes/Sources of Grievances - Grievance Redressal Machinery, Harassment at Workplace
CO4= 40% CO5= 60%	**P010,** **PO8**	**Employee Relations and Collective Bargaining** Employers and employee perspectives, Objectives of Industrial Relations & Disputes, Trade unions – objectives, Functions, Structure, Labor Laws (India) The Bargaining Process - Preparing for Negotiations.
		CP/NCP 3

Swayam reference material for HRM course – Academic Year 2019-20

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

S no	Course Topic	URL	Resource Person
1	Introduction to HRM	https://www.youtube.com/watch?v=RamtocP6TeU&index	By Dr.Ajay Singh Lather, Dean USMS, GGSIPU, New Delhi
2	Recruitment & Selection	https://www.youtube.com/watch?v=NcGtVXmcfTQ&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi

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3	HRM Relevance & Spectrum	https://www.youtube.com/watch?v=iartz2joeLo&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
4	Organization of HR Department & HR Policies	https://www.youtube.com/watch?v=avRyR6BEi9I&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
5	Job Analysis	https://www.youtube.com/watch?v=StFp44R3Dms&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi
6	Green Human Resource Management	https://www.youtube.com/watch?v=sco_w0xZg-E&list	By Dr.Namita Rajput, Associate Professor, Sri Aurobindo College, University of Delhi

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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.

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Component Name	Component Type	Designated slot	Result Declaration	Weightage %
Class Participation (CP)	1	Sessions - 33	Session 33	10
Written Test	1- Multiple Choice Questions -	Session -12	Session-15	20

	Online test			
	2- Descriptive type - Offline test -	Session - 22	Session-26	20
	3- Multiple Choice Questions - Offline	Session - 32	Session 33	10
End-semester exam	At the end of the semester			40
	Total			100





Course Code: SLGM502

Course Name: Legal Environment of Business

Course Objectives:

The course is designed to provide:

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

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

CO1	Demonstrate an understanding of the Legal Environment of Business.
CO2	Outline the legal framework in which a business operates.
CO3	Apply basic legal knowledge to business transactions.
CO4	Explain the effects of government policy on the legal environment of business.
CO5	Communicate effectively using standard business and legal terminology.

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Recommended Textbook:

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

Suggested reference books:

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

Course Outline:

CO	PO	TOPIC
CO1 5%	PO1, PO2	Introduction to the Legal Aspects of Business,
CO1 5% CO2 4% CO3 10% CO5 3%	PO1, PO2	Establishing Contractual Relationships Carlil Vs. Carbolic Smoke Ball Co.
CO1 5% CO2 4% CO5 4%	PO1, PO2	Consideration and Legality of Object
CO1 5% CO2 4% CO5 5%	PO1, PO2	Competency of Parties Mohoribibi vs. Dharmodas Ghose; Balfour vs. Balfour. Merritt vs Merritt
CO1 5%, CO2 4% CO5 6%	PO1, PO2, PO3	Free consent Void and Voidable Contracts: The Legal Dilemma
CO1 4% CO2 4%	PO1, PO2	Void Agreements, quasi-contracts, and Contingent Contracts

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CO5 4%		
CO1 3% CO2 4% CO3 10% CO5 4%	PO1, PO2	Performance and Discharge of Contract
CO1 3% CO3 10% CO5 4%	PO1, PO2	Remedies for Breach of Contract
CO1 3%, CO3 10% CO4 5% CO5 4%	PO1, PO2	Contracts of Indemnity, Guarantee, Lease, Hire purchase.
CO1 6% CO2 4% CO3 10% CO4 5% CO5 3%	PO1, PO2	Contracts of Bailment and Pledge; Lien, Hypothecation, Mortgage, Gift, Exchange
CO1 5% CO2 4% CO4 5% CO5 5%	PO1, PO2	Contract of Agency
CO1 3%	PO1, PO2	Sale of goods Act: Agreement to sell and sale, Conditions,

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CO2 4% CO3 10% CO4 5% CO5 4%		and warranties
CO1 3% CO2 4% CO4 5% CO5 4%	PO1, PO2, PO3	Partnership Act: Formation, Registration, Mutual rights, duties, and liabilities of Partners.
CO1 3% CO2 4% CO5 4%	PO1, PO2, PO3	Formation of a Company, and Prospectus.
CO1 3% CO2 4% CO4 5% CO5 4%	PO1, PO2, PO3	Memorandum (MOA) and Articles (AOA), Share capital and debentures, Membership. Sally Steel Products Pvt. Limited: Legal Tangles.
CO1 3% CO2 4% CO5 3%	PO1, PO2	Management Meetings and Winding Up of Company. You can build or dismantle the Business. Death Warrant
CO1 3%	PO1, PO2	Limited Liability Partnership (LLP)

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CO2 4% CO4 5% CO5 3%		
CO1 3% CO2 4% CO3 10% CO4 5% CO5 3%	PO1, PO2, PO3	The Consumer Protection Act,1986 A journey from Dream to Disputes and Role Reversals
CO1 3% CO2 4% CO5 3%	PO1, PO11	RBI and SEBI Role and functions. Securities and Transparency Trading
CO1 3% CO2 4% CO4 6% CO5 3%	PO1, PO2, PO11	Negotiable Instruments (NI) Act,1881
CO1 3% CO3 10% CO4 6% CO5 3%	PO1, PO2	Dishonor and discharge of negotiable instruments Bouncing of Cheque is Not Cricket – It is Ticket to Jail
CO1 3% CO2 4% CO4 6%	PO1, PO11	The Information Technology Act,2000 Business Transaction and Cyber Law

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CO5 3%		
CO1 3% CO2 4% CO4 6% CO5 3%	PO1, PO2, PO11	The Right to Information Act,2005
CO1 3% CO2 4% CO3 10% CO4 6% CO5 3%	PO1, PO2, PO11	Introduction to Income Tax Act,1961 Pleasure of Income and Pain of Tax
CO1 3% CO2 4% CO3 10% CO4 6% CO5 3%	PO1, PO2, PO11	Introduction to Foreign Exchange Management Act,1999.
CO1 3% CO2 4% CO4 6% CO5 3%	PO1, PO2, PO11	Introduction to Insurance Law Insurance Business: A step Towards Social Commitment
CO1 3% CO2 4% CO4 6%	PO1, PO2, PO11	The Competition Act,2002

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CO5 3%		
CO1 3% CO2 4% CO4 6% CO5 3%	PO1, PO2, PO6	Environment Law Devils Eye and Dreamers Valley
CO1 3% CO2 4% CO4 6% CO5 3%	PO1, PO2	Intellectual Property Rights (IPRs) Identity of Identical Names

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.

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

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Course Code: SLEC502

Course Title: Macroeconomics and Business Environment

Course Description:

This course enables the students to understand the basic concepts and developments in macroeconomics to know the aggregate behavior of an economy. The students will learn the fundamental economic ideas like measuring national output/ Income, GDP, aggregate demand and aggregate supply,the consumption function, savings function, investment spending, the multiplier principle and the influence ofgovernment spending on income and output.It also provides students with a useful understanding of the product and money market and their interaction using the IS/LM framework; the design and effects of monetary and fiscal policy; budget deficits and government debt; and the open economyFramework. This course provides an introduction to the economic analysis of key macroeconomic variables such as national output, inflation, interest rates, exchange rates, unemployment, and business cycles. The course will conclude with a discussion on globalization and the challenges in steering the economy in turbulent global imbalances.

Course Objectives (CO):

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

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

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- Demonstrate leadership using sound macroeconomic knowledge and credible decision making.

Learning Outcomes

Students will make an informed and effective selection with the application of macroeconomic knowledge in a discipline or profession, in the contexts of local and global business.

CO1- Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous macroeconomic analysis and critical thinking.

CO2- Students will be able to utilize a simple contemporary economic model such as the aggregate supply/aggregate demand model and describe the interrelationships among prices, income and interest rates as they affect consumption, saving and investment.

CO3- Students will be able to describe the contemporary monetary and banking system and analyze the role of money, credit, and Reserve Bank of India's monetary policy.

CO4-Students will be able to analyze fiscal and monetary policy decisions to counter business cycle swings by using macro-economic models.

CO5- Students will be able to outline the role of comparative advantage in exchange and the importance of exchange rates. Describe the role of international trade and finance in domestic economic activity.

CO6- Students will be aware of the global business environment and will be actively committed to recognize and respect diversity in cultural norms, beliefs, and values, and will apply this knowledge to interact, communicate and work effectively in diverse environments.

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Recommended Text Book:

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

Suggested reference books:

- **Macroeconomics**by Gregory Mankiw.9th edition, 2016. Worth Publishers.
- **Macroeconomics** by Andrew B. Abel, Ben Bernanke, and Dean Croushore. 8th Edition, 2015.
- **Macro ECON: A South-Asian Perspective** by William A. McEachern & A. Indira. 1 edition, 2013. Cengage

Course Outline:

CO%	PO	Topic
CO1- 100%	**PO1, PO7, PO9**	**Introduction to Economic Analysis:** Macroeconomics Vs. Microeconomics, Goals & Objectives of Macroeconomics, Tools of Macroeconomic Policy, Key concepts of macroeconomics-GDP and its importance.
		Case discussion: Irish Economy: A Model of Success (MEBE0001) (IBSCRC Case)
CO1- 100%	**PO1, PO7, PO9**	**Measuring National Output/ Income:** Circular flow of macroeconomic activity, Two sector model, Three sector model, Four sector model, Nominal GDP vs. Real GDP, GDP deflator, GDP at market price, GDP at factor cost, GNP, NNP, NNP at factor cost, NDP at factor cost, IIP, Release of GDP figures and the economic outlook and reaction of the corporate sector.
CO1-50% **CO2-50%**	**PO1, PO4, PO7**	**Methods for measuring National Income:** Product Approach, Income Approach, Expenditure Approach, Problems of measuring GDP, Real Vs Nominal Income, other measures of development: Measures of Well-being such as HDI, Gross National Happiness Index, etc., Economic Growth vs Economic Development, The implication of Economic Growth
		Case discussion: National Income Accounting: A Case Study of China (MEBE0004) (IBSCRC Case)
CO2-100%	**PO1, PO7, PO9**	**Aggregate Demand and Aggregate Supply: Classical**

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		and Keynesian Approach: Meaning of Aggregate Demand and Aggregate Supply, Aggregate Demand and Supply Curve, Factors shifts aggregate demand and supply curve. Determination of price level through aggregate demand and supply, Aggregate supply curve in Classical view. The aggregate supply curve in Keynesian view. Says Law of Market.
CO2-100%	**PO1, PO4, PO7, PO9**	**Determination of Equilibrium Income - Keynesian Approach:** Consumption function, Keynes Psychological Law of Consumption, Marginal Propensity to Consume, Marginal Propensity to Save, Average Propensity to Consume, Average Propensity to Save, Determinants of Consumption, Factors influencing consumption, Saving function, Investment function, Investment demand curve, Shift in the investment demand curve, Determinants of Investment, Types of investment-Private Vs,. Public, Induced Vs. Autonomous, Gross vs. Net investment, Business fixed investment, Residential investment, Inventory investment, Implications of Investment in an Economy, How a change in interest rate affect aggregate demand
		Case discussion: Germany's Economic Dilemma: To Save or to Spend? (FCP0006) (IBSCRC Case)

CO1-50% **CO2-50%**	**PO1, PO4, PO7**	**Product Market:** Concept of Multiplier – Assumptions of Multiplier, Importance of multiplier, Simple multiplier, Two-sector and three-sector model, Types of the multiplier, Investment multiplier, foreign trade multiplier, Balanced Budget multiplier. The multiplier in the presence of tax.
		Test-1 (Objective type): Weightage 20
CO2-20% **CO3-80%**	**PO1, PO4, PO7, PO9, PO11**	**Money Market:** What is money? The evolution of money and forms- Barter, Commodity money, Paper money, bank deposits. The functions of money (a) Money as a medium of exchange (b) Money as a measure of value(c) Money as a store of value(d) The standard of Deferred payments. The determinants of demand for money, The supply of money, The sources of money supply, Central bank and high powered money, Measurement of high powered money, Purpose of measuring money supply, The Keynesian demand for money function (a)The transaction demand for money(b) the Precautionary demand for money (c) The speculative demand for money. The Keynesian theory of interest rate, Components of money supply - M1, M2, M3 and M4, Measurement of money supply. Implications of the money supply. Money Multiplier Approach, Role of Banking systems and creation of money, Determinants of money supply, How interest rate is determined? Real Vs. Nominal interest rates, Liquidity, How do changes in the money supply affect the economy? Negative Interest rates and its implications on an economy.
		Case Discussion: India`s Demonetization: A Short-Term Loss or a Long-Term Gain?

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		(ECON061) (IBSCRC Case)
CO3-20% **CO4-80%**	**PO1, PO7, PO9, PO11**	**Price Stability:** Inflation Vs. deflation, Various measures of inflation, Types of inflation-Low inflation, Galloping inflation, Hyperinflation, Threshold inflation. Demand-pull Vs. Cost-push inflation, Stagflation, Expected Vs. unexpected inflation, Core inflation Vs. Headline inflation, The role of government and RBI to control inflation, Economic impacts of inflation, Is a little inflation is good for the economy? Price in the AD-AS framework, The Phillips curve, Short-run Philips curve, and Long-run Philips curve.
		Case Discussion: Venezuela's macroeconomic crisis: An enduring ordeal of the worsening economy with alarming inflation,(ECC0058) (IBSCRC Case)
CO4-100%	**PO4, PO7, PO9, PO11**	**Business Cycles & Unemployment:** Features of Business Cycles: (a) Aggregate economic activity (b) Expansions and contractions (c) Co-movements (d) Recurrent but not periodic (e) Persistence. Phases of the business cycle: (a) Boom (b) Peak (c) Recession or contraction (d) Through (e) Recovery. Business cycle facts: (a) Direction (b) Timings. Business cycle theories: Exogenous vs. internal theories, Demand induced cycle, Monetary theories, Political theories of business cycle, Real business cycle theories, Supply shocks theory, Can we predict the business cycle?

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		Types of unemployment Okun's Law Economic Impact of unemployment. Can we eradicate unemployment completely?
		Case Discussion: Brazil's Economic Crisis: A Tough Road Ahead(ECON065) (IBSCRC Case)
CO3-20% **CO4-80%**	**PO4, PO7, PO9, PO11**	**Monetary Policy:** Objectives of monetary policy, Instruments of monetary policy-open market operation, bank rate, cash reserve ratio, statutory liquidity ratio, the repo rate, reverse repo rate, marginal standing facility, liquidity adjustment facility, market stabilization scheme. Easing vs. tightening of monetary policy, Expansionary and contractionary monetary policy Impact of Monetary Policy. Impact of demonetization on the Indian economy.
		Case Discussion: Reserve Bank of India's Tightening Monetary Policy: An Impediment to Economic Growth? (MOP0023IRC) (IBSCRC Case)
		Test-2 (NCP 2): Weightage 20
CO3-10% **CO4-90%**	**PO1, PO4, PO7, PO9, PO11**	**Fiscal Policy:** Objectives of Fiscal Policy, Types of Fiscal Policy-Discretionary Vs. Non-discretionary Fiscal Policy, Expansionary Vs. Contractionary Fiscal Policy. Fiscal instruments-Taxes, Public expenditure, Public borrowings. Tax structure- Direct and Indirect tax. Impact of GST on the Indian economy. Role of Fiscal Policy during inflation and deflation. Laffer curve, Fiscal Policy, and stabilization, types of deficits, Public debt, Crowding-out effect.

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		Case Discussion: Ireland: Turnaround by Tax Policy (MEBE0024) (IBSCRC Case)
CO4-100%	**PO1, PO7**	**IS-LM Framework:** Product and Money Market Equilibrium, Hicks-Hansen Model: IS-LM analysis. The slope of the IS curve, Shift in the IS curve, Shift of the LM curve. Monetary Policy and its impacts on the LM curve. Fiscal Policy and its impact on the IS curve.
		Case Discussion: Global Financial Crisis and Its Impact on Real and Financial Sectors in India (MEBE0038) (IBSCRC Case)
CO5-70% **CO6-30%**	**PO1, PO4, PO7, Po11, PO12**	**Open-Economy Framework:** International Vs. Domestic trade, The advantages ofinternational trade. Theories of International Trade, Theory of Absolute and Comparative advantage, Protection and WTO, Issues related to the tariff.
CO5-70% **CO6-30%**	**PO1, PO4, PO7, Po11, PO12**	**Open-Economy Framework:** Fixed exchange rate, Floating exchange rate, Managed floating exchange rate, Nominal exchange rate, Real exchange rate, Effective Exchange rate, Determination of Exchange Rate, Factors influencing the exchange rate, Participants of foreign exchange markets.
		Case Discussion: Renminbi Revaluation: Does Economy Need It? (MAC0029IRC) (IBSCRC Case)

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CO5-20% **CO6-80%**	**PO11, PO12**	**Open-Economy Framework:** Balance of Payments Current Account, Capital Account, Financial account. The effects of Crude oil /Gold price on Current account. Globalization and Global imbalances.
		Case Discussion: Trade Deficits, Current Account Deficits, and Exchange Rates in the US: The Policy Implications (MEBE0026) (IBSCRC Case)
		Test-3: Group Project Submission (Weightage 10)

Evaluation Timelines

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

Component	Component Number			Weightage
1. Class Participation (CP1)	1.1			5
2. Class Participation (CP2)	1.2			5
3. Test I (Objective type)	2.1			20
4. Test II (Descriptive type)	2.2			20
5. Project report	3			10
6. End term exam	4			40
	Total			100

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Course Code: SLMM502

Course Name: Marketing Management-II

Learning Outcomes:

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

Course Objectives: -

CO1	- In-depth knowledge of competitive dynamics and how to integrate marketing strategy into the overall business strategy with special reference to finance, HR, operation & Technology.
CO2	- Frameworks for analysing customer preferences and enhancing customer intimacy through services and brand management.
CO3	- Influence of social media, social marketing and effectiveness of rural marketing to marketer.

Recommended Textbook:

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

Reference Books:

- **Marketing Management: A South Asian Perspective**, 14th Edition, by **Kotler, Keller, Koshy and Jha**. Pearson Publication

- **Marketing Management**, 13th Editionby Philip **Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque**.,Pearson Publication

- **MKTG", -A south Asian Perspective** by**Lamb, Hair, Sharma and McDaniel**, Cengage

Course Outline: -

CO%	PO	Topic/ Area Covered
CO1 100%	PO1, PO7	Strategic Planning
CO1 50%, CO2 50%	PO1, PO7	
CO1 50%, CO2 20%, CO3 30%	PO1, PO7, PO9	Dealing with the competition
CO1 80%, CO2 20%	PO1, PO7, PO9	Reebok vs. Nike in India: Reebok's Covert Marketing Strategies (MKS0120)
CO1 40%, CO2 20%, CO3 40%	PO2 PO3	Brand Management
CO1 30%, CO2, 20%, CO3 50%	PO1, PO7, PO9, PO11	**Guest Lecture**
CO1 80%, CO2, 20%	PO1, PO7, PO9, PO11	Bajaj Auto Limited :Brand Centric Strategy (MKTG269)
		TEST-I
CO2 40%, CO3 60%	PO1, PO7, PO9, PO11	Services Marketing
CO2 80%, CO3 20%	PO1, PO7, PO9, PO11	Market Research
		Guest Lecture
CO1 40%, CO2 20%, CO3 40%	PO1, PO7, PO9	Influence of Social Media & Online Marketing
CO1 50%, CO2 20%, CO3 30%	PO1, PO7, PO9, PO11	Global Marketing

CO2 40%, CO3 60%	PO1, PO7, PO9, PO11	Rural Marketing
CO1 70%, CO3 30%	PO1, PO4, PO8	Social Marketing
CO1 20%, CO2 40%, CO3 40%	PO5, PO7, PO6	BOP Marketing
CO1 50%, CO2 50%	PO8, PO11, PO12	Marketing Ethics
		Test 2
CO1 40%, CO2 20%, CO3 20%	PO1, PO2, PO9	Interface of Marketing with Operations
CO2 60%, CO3 40%	PO4, PO8, PO11	Interface of Marketing with Finance
CO2 80%, CO3 20%	PO1, PO4, PO8, PO9, PO12	Interface of Marketing with HRM
CO1 60%, CO2 20%, CO3 20%	PO3, PO8, PO9	Interface of Marketing with Technology

Evaluation Timelines

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

Component	Expected slot / due date	Mark declaration by	Weightage
Test-1	Session 13	Session 16	20
Project	Session 20	Session 25	10
Test-2	Session 29	Session 32	20
Class Participation	Session 30	Session 33	10
End Exam	At the end of the semester		40
	Total		100

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COURSE CODE: SLOP 502

COURSE NAME: OPERATIONS MANAGEMENT

COURSE DESCRIPTION

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

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

CO1- understand the design and improvement of processes of both as well as nonprofit organizations that create products and services upon which economies depend

CO2- understand production processes in manufacturing and service organizations need to both increase revenues and reduce costs to have a competitive advantage as well as remain relevant.

CO3- be equipped with qualitative and qnatitative techniques to understand appreciate and contruct as well as optimize long range, medium range, and short range plans of a business enterprise with respect to operations.

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TEXT BOOK

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

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REFERENCE BOOKS

1. **"Operations Management",** William J. Stevenson, Tata McGraw-Hill Education, New Delhi. 2009, 11eth Edition (Special Indian Edition

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

Course Outline:

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction to Operations Management
CO2-100%	PO1	Operations Strategy
CO3-100%	PO3,PO4	Transportation and Logistics
CO1-20%,CO3-80%	PO2	Facility Location
CO1-70%, CO2-30%	PO1,PO2	Strategic Capacity Management
CO2-100%	PO3	The Production/Manufacturing Process
CO3-100%	PO2, PO4	Facility Layout
CO1-80%,CO2-20%	PO3	Product Design
CO1-100%	PO1	Service Design
CO1-40%, CO2-60%	PO2,PO3	Waiting Line Management
CO3-100%	PO4	Process Analysis
CO1-100%	PO1,PO2	Quality Management, Lean Management Intermediate Planning, Material Requirements Planning
CO1-70%, CO2-30%	PO1,PO2	Inventory Management
CO3-100%	PO4	Short-Term Scheduling

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CO1-100%	PO1	Project Management

Evaluation Timelines

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

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

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Course Code: SLIT612

Course Name: Business Process Integration

Course Objective:

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

Course Outcomes (COs):

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

CO1 - Acquire user level skill in an Enterprise Resource Planning software environment.

CO2 - Understand and appreciate the steps involved in adopting appropriate ERP and

CO3 - To know how to implement ERP in an Organization

Recommended Text Book:

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

Suggested books:

- Magal and Word. 2009
- Jeevis Looy. 2006.
- Daniel C Wood. 2007. Paul Greenberg

Course Outline

CO%	PO	Topic / Area Covered
CO1-100%	PO1, PO7	**Process View of Organization and Enterprise Resource Planning (ERP), Supply Chain Management (SCM) and Customer Relationship Management (CRM):** Introduction to business process. Functional view and process view of organization. Need for Business Process Reengineering (BPR). Introduction to ERP, CRM and SCM. Operational advantages and problems of ERP implementation. CRM modules. Business value of SCM systems. Integration of SCM and CRM with other enterprise applications. Chapter 1 in the book by Magal and Word. 2009 Part I, II, and V in the book by Alexis Leon. 2006. Part I in the book by Daniel C Wood. 2007. Part I and Part II in the book by Paul Greenberg
CO1-100%	PO1, PO7	**SAP ERP (Global Bike Inc):** Overview of SAP ERP Vendors, Introduction to Global Bike Inc. (GBI). Overview of SAP Modules: sales & distribution (SD), materials management (MM), production planning (PP), financial accounting (FI), managerial accounting (CO) and human capital management (HCM). SAP University Alliances Handbook (Reading Materials:

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		Intro to SAP, navigation and intro to GBI)
CO2-100%	**PO1, PO7, PO9**	**Navigation in SAP ERP s/w:** Login Details. Setting up passwords. SAP EASY Access, Toolbar, SAP Menu, Favourites Menu, Transaction Codes, SAP help, SAP Library. SAP University Alliances Handbook (Reading Materials: Intro to SAP, navigation and intro to GBI)
CO3-100%	**PO1, PO7, PO9**	**Sales and Distribution (SD) Module:** Overview of SD Module [Theory] SAP University Alliances Handbook (Reading Materials : SD Module) SAP SD (covers SAP ECC 6.0) – Black Book
CO2-100%	**PO7, PO9, PO11**	SD Lab Session 1 & 2: Sales Order Process – Cycle 1 [Order Entry to Receipt of Payment].
CO2-100%	**PO7, PO9, PO11**	SD Lab Session 3 - 6: Sales Order Process – Cycle 2 [New Customer (Master Data) - Customer Inquiry - Receipt of Payment]. SD Case Study Exercises : Integrated Sales and Distribution Process
CO3-100%	**PO7, PO9, PO11**	**Materials Management (MM) Module:** Overview of MM Module [Theory]
CO2-100%	**PO7, PO9, PO11**	MM Lab Session 1 & 2: Purchase Order Process – Cycle 1 [Order Entry – Accounts Payable

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		MM Exercises 1-5
CO2-100%	**PO7, PO9, PO11**	MM Lab Session 3 - 6: Purchase Order Process – Cycle 2 [New Vendor & New Trading Goods (Master Data) - Order Entry – Review G/L Accounts]. MM Case Study Exercises : Integrated Materials Management Process
		MID TERM EXAM
CO3-100%	**PO7, PO9, PO11**	**Production Planning (PP) Module:** Overview of PP module [Theory]. Discussion about production planning and execution process w.r.t. GBI. SAP University Alliances Handbook (Reading Materials : PP Module)
CO2-100%	**PO7, PO9, PO11**	PP Lab Session 1 & 2: Production Planning Process – Cycle 1[Display Stock – Display Work Center] SAP University Alliances Handbook (PP Module Exercises)
CO2-100%	**PO7, PO9, PO11**	PP Lab Session 3 - 5: Production Planning Process – Cycle 2 [Change Material Master – Review Stock]. Manufacturing Execution Process. [Production Order – Settle Cost] SAP University Alliances Handbook (PP Module Case Study Exercises)
CO2-100%	**PO1, PO7, PO9,**	Discussion about financial accounting process w.r.t. GBI.
CO2-100%	**PO7, PO9, PO11**	FI Lab Session 1: Financial Accounting Process – [Display Chart of Account – Display Changes to Financial Accounting Documents].

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		SAP University Alliances Handbook (FI Module Exercises)
CO3-100%	**PO1, PO7, PO9**	**Managerial Accounting (CO) Module:** Overview of CO Module. [Theory]. SAP University Alliances Handbook (Reading Materials : CO Module) SAP FICO (covers SAP ECC 6.0) – Black Book
CO2-100%	**PO7, PO9, PO11**	CO Lab Session 1: Managerial Accounting Process. [Review Cost Center – Display Individual Line Items] SAP University Alliances Handbook (CO Module Exercises)
CO3-100%	**PO1, PO7, PO9**	**Human Capital Management (HCM) Module:** Overview of HCM module [Theory].
CO2-100%	**PO1, PO7, PO9**	Human Capital Management Process – Cycle 1 [Model Organizational Structure - Display Personal Master Record]. SAP University Alliances Handbook (HCM Module Exercises)
CO2-100%	**PO1, PO7, PO9**	Human Capital Management Process – Cycle 2 [Create Position - Display Changes]. SAP University Alliances Handbook (HCM Module Case Study Exercises) HCM Case Study Exercises : Human Capital Management Processes

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CO3-100%	**PO1, PO7, PO9, PO11**	Step No. 1. WM (Warehouse Management) WM Exercise: Cycle 1 1. Display Storage bin 2. Run Bin Status report Step No. WM Case Study: Cycle 2 Ware house Management Case Study 1 1. Create Purchase Order 2. Display Material Inventory 3. Display Material Inventory Value 4. Receive goods 5. Display Material Inventory 6. Display Material Inventory value 7. Run Bin Status Report 8. Create Transfer Order 9. Confirm Transfer Order 10. Run Bin Status Report
CO3-100%	**PO1, PO7, PO9, PO11**	Warehouse Management Case Study II 1. Display Material Inventory 2. Create Stock Transfer Order 3. Display Material Inventory 4. Display Material Inventory value 5. Create Goods Issue 6. Display Material Inventory 7. Display Material Inventory value 8. Create Goods receipt 9. Display Material Inventory 10. Display Material Inventory Value 11. Run Bin Status Report 12. Create Transfer Order 13. Confirm Transfer Order 14. Run Bin status report
CO3-100%	**PO1, PO7, PO9, PO11**	Warehouse Management Case Study III 1. Create Sales Order

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		2. Display Material Inventory 3. Create Outbound delivery. 4. Display Material Inventory 5. Pick Material with Transfer Order. 6. Run bin status report 7. Display Material Inventory value 8. Ship Material 9. Display Material Inventory 10. Display Material Inventory value
CO3-100%	**PO1, PO7, PO9, PO11**	Warehouse Management Case Study IV 1. Create and Activate a physical inventory document 2. Display physical inventory document 3. Display bin status report 4. Enter Count result 5. Start Recount 6. Enter Recount 7. Display Bin Status report 8. Create difference in the warehouse management 9. Display Bin Status report 10. Display warehouse inventory value 11. Clear the difference in Inventory Management 12. Display warehouse inventory value
CO3-100%	**PO1, PO7, PO9, PO11**	Module 8 : Project Management (PS) Step No PS Exercise : Cycle 1 1. Display Project 2. Display WBS-Elements 3. Display Activities 4. Display Milestones 5. Information system structure 6. Display Costs 7. Display Actual Costs.
CO3-100%	**PO1, PO7,**	Step No PS Case Study: Cycle2

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	PO9, PO11	Project Management 1. Create Project 2. Change Project 3. Create Relationship 4. Assign Milestones 5. Release of Project 6. Report using cost element report 7. Analyse Project Structure 8. Further Scheduling of Project 9. Post Activity Conformation 10. Create Single confirmation 11. Display Actual cost reporting 12. Create Creditor Invoice 13. Display costs
CO3-100%	**PO1, PO7, PO9, PO11**	EAM (Enterprise Asset Management) Step No. EAM Exercise: Cycle 1 Enterprise Asset Management 1. Display equipment 2. Display functional location Step No. EAM Case study: Cycle 2 1. Create Malfunction report 2. Open Maintenance Order from malfunction report 3. Release Order and display document 4. Confirm Order 5. Analyse financial costs and Technical completion 6. Account for Order 7. Analyse Cost and Finish Order 8. Display Order History

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

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

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Course Code: SLGM611

Course Name: Business Strategy

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

Course Outcomes (COs):

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

CO1- Have a detailed knowledge of the strategic management process

CO2- Its role in creating sustainable competitive advantage

CO3- Appreciate the strategic choices that organizations make at SBU as well as corporate levels for future growth and sustainability

Text Book:

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

Suggested reference books:

1. Exploring corporate strategy: Text and cases, – Johnson, G., Scholes, K., & Whittington, R., Pearson Education.

2. Crafting & Executing Strategy: The Quest for Competitive Advantage - Concepts and Cases,19e, Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. McGraw-Hill Education.

3. Concepts in Strategic Management & Business Policy, 13e, Thomas L Wheelen& David Hunger J, Pearson publication.

4. Strategic Management, 3e, Dess, Lumpkin & Eisner, Tata McGraw Hill

5. Strategic Management and Competitive Advantage, 5e, Jay B Barney & William S. Hesterly, Pearson.
6. Competing for the Future,1e: CK Prahalad & Gary Hamel, Free Press.

7. The Fortune at the Bottom of the Pyramid , 1e - Prahalad, C. K. Pearson Education, India.

8. Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant , 1e - Kim, W. C., & Mauborgne, R. Harvard Business Review Press.

9. Business model generation: a handbook for visionaries, game changers, and challengers, 1e - Osterwalder, A., & Pigneur, Y., John Wiley & Sons.

10. Cases in Environment of Business, 1e, David W Conklin, Sage Publishing.

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Course Outline:

CO%	PO	Session-wise agenda
CO1-100%	PO1, PO7	Class discussion: **Topic:**Strategic Management & Process: Strategy and strategic management process – vision, mission, objectives, choices, & implementation; Competitive advantage (CA) & different measurements; Strategic drift; Emergent versus intended stslibrategies; & Logical incrementalism.
		Article-1: Strategic Management for Competitive Advantage (80404-PDF-ENG) **Video-1:** The Art of War (by Sun Tzu) **Case-1:** Apple's Future: Apple Watch, Apple TV, and/or Apple Car? (716401-PDF-ENG)
CO1-100%	PO1, PO4, PO7, PO9,	Class discussion: **Topic:**Evaluating External Environment: The structure-conduct-performance model The macro environment – PESTEL & Porter's National Diamond; Sources of competition – Five Forces Framework: Industry structure and opportunities.
		Article-2: The Competitive advantage of nations (90211-PDF-ENG) **Article-3:** The Five competitive forces that shape strategy (R0801E-PDF-ENG) **Case-2:** Sandlands Vineyards (718438-PDF-ENG)

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CO2-100%	PO1, PO7, PO9	Class Discussion **Topic:**Evaluating Internal Capabilities: The Resource Based View of firm; VRIO framework & application; Managing strategic capability – The Value Chain Analysis; Imitation and competitive dynamics.
		Article-4: Competing on Resources (R0807N-PDF-ENG) **Case-3:** Tesla Motors (714413-PDF-ENG)
CO2-100%	PO1, PO7, PO9	Class Discussion **Topic:** Business Level Strategies: SBUs & Competitive Advantage (CA) – The Strategy Clock model; Sustaining CA –The Generic Strategies; Cost Leadership (CL) – sources, value, competitive advantage & organize to implement; Product Differentiation (PD) – value, competitive advantage & organize to implement; the stuck-in –the-middle possibility.
		Article-5: The Great Repeatable Business Model (R1111G-PDF-ENG) **Case-4:** Apollo Hospitals--First-World Health Care at Emerging-Market Prices (706440-PDF-ENG)
CO2-100%	PO1, PO7, PO9, PO12	Class Discussion **Topic:**Corporate level Strategies: o Vertical Integration-value, competitive advantage & implementation; o Diversification- types, value, competitive advantage & implementation; o Strategic Alliances – value, threats, competitive advantage & implementation; o Mergers & Acquisitions – value, returns, competitive advantage & implementation;

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		○ International Strategies – value, access to customers/factors, developing core competencies, risks, & implementation.
		Article-6: When to Ally and When to Acquire (R0407H-PDF-ENG) **Case-5:** $19B 4 txt app WhatsApp...omg! (715441-PDF-ENG)
00%	PO1, PO7, PO9, PO11	Class Discussion **Topic:**Implementing corporate strategies: Organizational structure – types, restructuring & turnaround management; The Board Of Directors – Agency conflicts & compensation decisions; Allocation of Resources – BCG matrix
		Article-7: How to Implement a New Strategy Without Disrupting Your Organization (R0603G-PDF-ENG) **Case -6:** GEs Growth Strategy The Immelt Initiative
00%	PO1, PO7, PO9, PO11	Class discussion **Topic:**Evaluation of Strategy: Balanced scorecard (BSC) as a Strategic tool for tracking strategy implementation.
		Article-8: Using Balanced scorecard as a Strategic management system (R0707M-PDF-ENG) **Case-7:** Infosys' Relationship Scorecard - Measuring Transformational Partnerships (109006-PDF-ENG)

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CO3-100%	PO1, PO4, PO7, PO9	Class discussion **Topic:**Contemporary Strategic Practices: CSR and Strategy – Aligning with society to develop competitive advantage. **Article-9:** Strategy and Society - the link between CSR and Competitive advantage (R0612D-PDF-ENG)
CO3-100%	PO1, PO4, PO7, PO9	Targeting the Bottom Of Pyramid – aiming largest markets for sustainability. **Article-10:** Serving the World's poor, profitably (R0209C-PDF-ENG) **Case-8:** Hindustan Unilever's 'Pure It' Water Purifier (511067-PDF-ENG)
CO3-100%	PO1, PO7, PO9	o Business Model innovation – experimenting with Business Models for competitive advantage **Article-11:** Reinventing your Business model (R0812C-PDF-ENG) **Case-9:** Xiaomi: A Winning Formula? (716404-PDF-ENG)
CO3-100%	PO1, PO7, PO9	o Blue Ocean Strategy – finding blue oceans for profitability **Article-12:** Blue Ocean Strategy (R0410D-PDF-ENG)
CO3-100%	PO1, PO7, PO9, PO12	o Understanding Emerging Markets – to gain competitive advantage. **Article-13:** Emerging Giants- Building World-Class Companies in Developing Countries (R0610C-PDF-ENG)

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

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

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Course Code: SLIT502

Course Name: Management Control Systems

Course Objectives:

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

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

CO1-To understand and appreciate the significance of management control systems in an organization

CO2-To design, develop appropriate control systems to accomplish the strategic objectives of the organization

CO3- To execute appropriate control systems to accomplish the strategic objectives of the organization

Recommended Text Book:

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

Suggested reference books:

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

Course Outline

CO%	PO	Topic
CO1-100%	PO1	Introduction to Management Control Systems

CO1-100%	PO1, PO7	Organizational Strategies
CO1-100%	PO1, PO7, PO9	Corporate Culture and Designing of Control Systems
CO2-100%	PO1, PO7, PO9	Organization Structure and Control
CO2-100%	PO1, PO7, PO9	Transfer Pricing
		TEST-1
CO2-100%	PO1, PO7, PO9	Management Control Process through Budgeting
CO2-100%	PO1, PO7, PO9	Analyzing and Reporting Financial Performance
CO2-100%	PO1, PO7, PO9	Management Compensation
CO3-100%	PO1, PO7, PO9	Management Control Systems in Service Organizations
CO3-100%	PO1, PO7, PO9	Management Control Systems in Multinational Corporations
CO3-100%	PO1, PO7, PO9	Management Control Systems in Projects
CO3-100%	PO1, PO7, PO9	Enterprise Risk Management Systems
		TEST-2
CO1-100%	PO1, PO7	Comprehensive view of Management Control Systems

Evaluation :

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

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

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Course Code:SHFI630

Course Name: Financial Analytics

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

Course Objectives:

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

Course Outcome:

CO1	- Demonstrate the ability to draft, strategize and develop manageable pieces of problems in order to build financial models.
CO2	- Demonstrate an in-depth understanding of the excel tools to build well documented, fool-proof, interactive financial models.

CO3	- Demonstrate an understanding and capability to perform what-if analysis and tackle other subtler aspects of finance

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

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

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

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

Reference Books:

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

Course Plan:

COs	POs	Component
CO1=100 %	PO3	Course Overview - Orientation
CO1=100 %	PO1	D01 (Demo 1) – Stock Valuationhttps://www.youtube.com/watch?v=PBQdGBUubic#action=s
CO1=100 %	PO1	P01 (Project 1) – Capital Budgetinghttps://nptel.ac.in/courses/114105044/41
CO2=100 %	PO1	P02 (Project 2) – Optimal Capital Structurehttps://www.youtube.com/watch?v=Z220xOa5uiA
CO3=100 %	PO1	P03 (Project 3) – Portfolio Selection https://nptel.ac.in/courses/110105035/27
CO3=100 %	PO1,PO 7	P04 (Project 4) – Financial Statements' Forecasting and Valuations https://youtu.be/Qw4HHMqX5I4
CO3=100 %	PO1	P05 (Project 5) – Options Valuation https://www.youtube.com/watch?v=aAQFgf8XKys
CO3=100 %	PO1	P06 (Project 6) – Financial Planning

Project Guidelines:

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

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

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- **Correctness / Accuracy (55 points):** To be considered correct, the model's logic should be implemented correctly and the spreadsheet should work as intended, i.e., should not result in errors or give wrong answers in response to user interaction. To ensure that your model is correct, do a lot of testing of the model.
- **Documentation (15 points):** To be considered well documented, there should be a description of the project for the user which should explain the purpose of the model, the various aspects of the model, how it works, how to use it, and how to interpret the results. There should also be documentation of technical aspects of the model so that someone trying to evaluate the model is able to understand how the model's logic has been implemented. The documentation can be provided in many different ways, e.g., text in cells, textboxes, cell comments, or embedded MS Word documents.
- **Layout (15 points):** To be considered a good layout, the spreadsheet should be aesthetically pleasing, not too busy, and have a logical and easy to follow structure. Use of too many colours and fonts doesn't qualify as well laid out spreadsheet.
- **Innovation (15 points):** To be considered innovative, the model should use some extension (conceptual or software related) not presented / discussed in class.

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

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Course Code: SHFI626

Course Name: Banking and Financial Services Analytics

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

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

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

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CO1: How to predict bad loans and minimize risk of default

CO2: How to implement fraud detection and prevention and minimize operational risk

CO3: Developing, validating, stress-testing of PD, LGD, and EAD models for BASEL III

CO4: Creating business and project plans for credit risk scorecard development

CO5: Profiling Customers based on their past behaviours

Recommended Text Book: NA / Lecture Notes and SAS Knowledgebase

Suggested reference books:

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

Course Outline

CO	PO	Topic
CO1-100%	PO1,PO2	Introduction to the course
CO2-50%, CO3-50%	PO5,PO7	Exploratory Data Analysis
CO1-100%	PO2,PO4	Introduction to SAS and Excel
CO2-100%	PO1	Credit Scoring and Probabilities of Default
CO1-60%, CO2-40%	PO6	Default Correlations and Credit Portfolio Risk
CO3-5-%	PO7,PO8	Loss Given Defaults and Recovery Rates
CO4-100%	PO2	Model Validation and Stress Testing
CO2-30%, CO1-70%	PO5	Predictive Analytics in Banking
CO4-100%	PO8	Predictive Analytics in Banking

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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.

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Component	Component			Weightage

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

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Course Code: SLBK605

Course Name: Banking Management

Course Objectives	The course is designed to…….
1)	provide the students all the required inputs for understanding the Indian banking system and its management
2)	provide useful insights about various types of customers, the techniques of deposit management, use of Cheques and other negotiable instruments, the importance of Cash management and Lending activities of banks
3)	provide insights about Retail Banking, Corporate and SME Banking, Rural Banking, Microfinance, various parabanking services offered by banks and recent innovations in banking.
4)	create an awareness about non-performing assets and recovery measures adopted by banks.
5)	make the students understand the regulatory framework – the role of the RBI and the various Acts for regulation of banks.
6)	make the students aware about risk management and Basel framework.

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

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

Detailed Course Curriculum

CO%	PO	**Topic**
CO1 100%	PO2, PO3, PO8, PO9	Banking System in India
CO1 50%, CO2 50%	PO2	Banking Activities
CO1 60%, CO2 40%	PO2, PO5, PO9	Bank Financial Statement and Analysis
CO1 40%, CO2 30%, CO3 30%	PO1, PO2	KYC norms and Types of Bank Customers
CO1 50%, CO2 50%	PO1, PO2, PO9	Managing Deposit products
CO1 50%, CO2 50%	PO1, PO2, PO3, PO9	Pricing of Deposits
CO1 20%, CO2 50%, CO3 30%	PO1, PO2, PO8	Rights and Duties of a Banker
CO1 40%, CO2 40%, CO3 20%	PO1, PO2, PO3, PO9	Negotiable Instruments

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CO1 70%, CO2 30%	PO1, PO2, PO3, PO9	Liquidity and Reserve Management
CO1 40%, CO2 30%, CO3 30%	PO1, PO2, PO8	Test-1
CO1 50%, CO2 50%	PO1, PO2, PO9	Credit Policies
CO1 30%, CO2 60%	PO1, PO2, PO8	Lending Activities
CO1 60%, CO2 40%	PO1, PO2, PO9	Pricing of Loans
CO1 50%, CO2 50%	PO1, PO2, PO3, PO9	Priority Sector Lending: Rural Banking and Micro Finance
CO1 60%, CO2 40%	PO1, PO2, PO8	MSME Banking
CO1 40%, CO2 30%, CO3 30%	PO1, PO2, PO3, PO9	Retail Banking
CO150%, CO2 50%	PO1, PO2, PO3, PO9	Corporate Banking
CO1 50%, CO2 50%	PO1, PO2, PO8	Merchant banking
CO1 20%, CO2 50%, CO3 30%	PO1, PO2, PO9	Private Banking & Wealth Management
CO1 40%, CO2 40%, CO3	PO1, PO2, PO8	Test-2

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20%		
CO1 70%, CO2 30%	PO1, PO2, PO9	Non Fund Based Services
CO1 20% CO2 50% CO3 30%	PO1, PO2, PO8	Technology in Banking
CO1 40% CO2 40% CO3 20%	PO1, PO2, PO3, PO9	Innovations in Banking
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Para Banking Services
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Legal aspects of Lending
CO1 20%, CO2 50%, CO3 30%	PO1, PO2, PO8	Recovery Management
CO1 40%, CO2 40%, CO3 20%	PO1, PO2, PO3, PO9	SARFAESI and Bankruptcy Acts
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Regulatory Frame Work
CO140% CO2 30% CO3 30%	PO1, PO2, PO8	Basel framework & Risk management

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CO1 40%, CO2 30%, CO3 30%	PO1, PO2	Global banking Services Regulations Global banking-structures Global payment and savings services Interest rate risk and hedging Exchange rates Foreign Currency risks & hedging Depository receipts Off-shore banking Tax havens
CO1 50% CO2 50%	PO1, PO2, PO9	Goiporia & Damodaran Committee recommendations, Ombudsman scheme Consumer Forums

Evaluation Timelines

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

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

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Course Code: SLFI616

Course Name: Commodity and Commodity Derivatives

Course Overview

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

Course Learning Outcomes:

CO1- To understand the rationale of investing in commodities via cash and futures markets.

CO2 -To appreciate the role of commodity exchanges and understand the mechanism of futures market in stabilizing the spot market price through effective risk transfer and price discovery.

CO3- To provide basic understanding about the macroeconomic determinants of commodity price and futures pricing.

CO4- To acquire essential skills to execute fundamental and technical analysis of various commodities in order to design and implement effective trading strategies.

Recommended text books:

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

Supplementary Reading Materials:

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

Course Outline:

CO	PO	Topic
CO1-100%	PO1,PO3	Commodities and Major Classifications
CO2-100%	PO2,PO3	Significance of Investment in Commodities
CO1-50%, CO2-50%	PO2,PO4,PO5	Prospects for Commodity Market Participation
CO2-100%	PO4,PO8	Physical commodity markets
CO4-100%	PO5,PO7	Commodity Derivatives Markets
CO1-100%	PO2,PO3	Commodity Exchanges
CO1-40%, CO2-60%	PO5,PO7,PO8	Commodity Futures
CO2-100%	PO3	Price Discovery
CO4-100%	PO2,PO4	Pricing of Commodity Futures
CO2-50%, CO3- 50%	PO5,PO7	Macroeconomic Determinants of Commodity Futures Returns
CO4-100%	PO3,PO6	Commodity Investing - Maximizing Returns through

		Fundamental Analysis
CO1-100%	PO4,PO8,PO9	Technical Analysis-Statistical Analysis and Stochastic Modeling of Commodity Returns
CO2-100%	PO1,PO2	Dynamics of Commodity Returns Volatility
CO3-50%, CO4- 50%	PO3,PO4,PO8	Commodity Investing - More on Technical Analysis

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

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

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Course Code: SLBK610

Course Name: Investment Banking

Course Objectives	The course is designed to
7)	**To introduce investment banking their role of investment bankers in the areas of** assisting the individuals, corporations, and governments in raising financial capital by underwriting or acting as the client's agent in the issuance of securities (or both) and the other ancillary services provided by them
8)	To introduce different methods of valuation, discounted cash flow, relative valuation and option pricing models. To introduce firm valuation and equity valuation
9)	To introduce Blackstone Celanese simulation to the class to apply to practical situation gives on hand experience on valuation
10	To provide the students with conceptual foundation in the realm of investment banking with in-depth discussion of regulations

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

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

CO%	**PO**	**Topic / Area Covered**
CO1 100%	PO2, PO3, PO8, PO11	Introduction to Investment Banking
CO1 50%, CO2 50%	PO2	2. Underwriting
CO1 60%, CO2 40%	PO2, PO5, PO8	3. New debt and equity
CO1 40%, CO3 30%, CO4 30%	PO1, PO2	4. Guidance to issuers regarding the issue and placement of stock.

CO1 50%, CO4 50%	PO1, PO2, PO9	Valuation Techniques
CO3 50%, CO4 50%	PO1, PO2, PO3, PO9	
CO2 50%, CO3 30%, CO4 20%	PO1, PO2, PO8	
CO2 40%, CO3 40%, CO4 20%	PO1, PO2, PO3, PO9	
CO1 70%, CO2 30%	PO1, PO2, PO3, PO9	Equity Financing
CO3 60%, CO4 40%	PO1, PO2, PO8	
		TEST -1
CO1 30%, CO2 60%	PO1, PO2, PO8	Private Placement
CO1 20%, CO2 40%, CO4 40%	PO1, PO2, PO9	Financing in emerging markets
CO2 50%, CO4 50%	PO1, PO2, PO9	Structure financing
CO1 10%, CO2 30%, CO3 20%, CO4 40%	PO1, PO2, PO3, PO9	Mergers and Acquisitions
CO1 40%, CO2 30%, CO3 30%	PO1, PO2, PO8	2.what is synergy
CO1 30%, CO2 30%, CO4 40%	PO1, PO2, PO3, PO9	3.Valuation of target company with synergy
		TEST – 2
CO1 20%, CO2 30%, CO3 30%, CO4 20%	PO1, PO2, PO8	Debt Financing
CO1 50%, CO4 50%,	PO2	2.various debt instruments like structured models
CO1 30%, CO2 40%, CO4 30%	PO2, PO5, PO8	3.Regulatory framework
CO1 50%, CO2 50%	PO1, PO2, PO9	Leveraged Buy-out
CO1 50%, CO2 20%, CO4 30%	PO1, PO2, PO3, PO9	And LBO valuation
CO1 60%, CO2 40%	PO2, PO5, PO8	Credit Rating

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CO1 50%, CO2 50%	PO2	Hedge Funds
		Test – 3
CO1 30%, CO2 20%, CO3 20%, CO4 30%	PO1, PO2, PO3, PO9	Venture Capital and angel financing

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

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Course Code: SLFI605

Course Name: Security Analysis

CO1	- Understand the security markets and various financial instruments & investment tools available.
CO2	- Explain the concept of risk and return in the context of investment analysis.
CO3	- Conduct valuation of securities based on EIC framework
CO4	- Apply various tools and techniques based on technical analysis to exploit recurring and predictable patterns in stock prices to generate superior investment performance.
CO5	- Write a research report so as to enable themselves for being industry ready

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

Recommended Text Book	Edition	Author	Publisher
Investments	10th Edition	Zvi Bodie, Alex Kane, Alan J Marcus &Pitabas Mohanty	Mc Graw Hill Education (India) Private Limited
Suggested Readings			
8. Investment Analysis and Portfolio Management	8th Edition	Reilly and Brown	Cengage Learning
9. Security Analysis and Portfolio Management	6th Edition	Donald E. Fischer & Ronald J.Jordan	Pearson

Detailed Course Curriculum

CO%	PO	**Topic**
CO1 100%	PO2, PO3, PO8, PO11	The Investment Environment
CO1 50%, CO2 50%	PO2	Risk and Return
CO1 60%, CO2 40%	PO2, PO5, PO8	Economic & Industry Analysis
CO1 40%, CO2 30%, CO3 30%	PO1, PO2	Company Analysis and Equity Valuation
CO1 50%, CO2 50%	PO1, PO2, PO9	NCP Test 1
CO1 50%, CO2 50%	PO1, PO2, PO3, PO9	Technical Analysis
CO1 20%, CO2 50%, CO3 30%	PO1, PO2, PO8	Equity Research Report
CO1 40%, CO2 40%, CO3 20%	PO1, PO2, PO3, PO9	Efficient Market Hypothesis
CO1 70%, CO2 30%	PO1, PO2, PO3, PO9	Bond Markets and Valuation of Fixed Income Securities

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CO1 40%, CO2 30% CO3 30%	PO1, PO2, PO8	Duration, Convexity and Immunization

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

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Course Code: SLFI608

Course Name: Financial Risk Management

1. Course Objective:

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

2. Couse Outcomes:

CO1	· Conceptually understand the mechanics of Forwards/Futures, Options and SWAP markets
CO2	· Comprehend and apply the hedging strategies using futures for real world situations
CO3	· Analyze the trading strategies involving options which helpthe student in understanding problem solving techniques.
CO4	· get first-hand experience in valuation of Forwards/Futures, Options, and SWAPS which helps in interpreting and drawing inferences
CO5	understand the basics of exotic derivatives as well as other types of derivatives such as weather derivatives

3. Recommended Text Book:

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

Suggested books:

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

Course Outline:

CO	PO	Topics
CO1=100%	PO2	Introduction to Risk Management Why manage Risk? Industry Background Note (9-294-107) https://www.nseindia.com/products/content/derivatives/equities/fo.htm https://nptel.ac.in/courses/110105035/37
CO1=100%	PO7	Introduction to Financial Risk Management Honeywell Inc. and Integrated Risk Management (9-200-036) https://www.nseindia.com/products/content/derivatives/equities/fo.htm https://nptel.ac.in/courses/110105035/37
CO1=100%	PO7	Introduction to Derivative Instruments https://www.nseindia.com/products/content/derivatives/equities/fo.htm https://nptel.ac.in/courses/110105035/37
CO1=100%	PO7	Forwards and Futures 1. Application For Financial Futures – 3 (9-286-109) 2. Application For Financial Futures – 5 (9-286-109)

CO1= 40% CO2=60%	PO7	Options https://www.nseindia.com/products/content/derivatives/equities/fo.htm https://nptel.ac.in/courses/110105035/37
CO1= 40% CO2=60%	PO7	Swaps Gaz de France (9-288-030) https://nptel.ac.in/courses/110105035/37
CO1= 40% CO2=60%	PO1	Credit Derivatives https://nptel.ac.in/courses/110105035/37
CO3=100%	PO1	Weather Derivatives https://nptel.ac.in/courses/110105035/37
CO4=100%	PO1	Value at Risk (VaR) https://nptel.ac.in/courses/110105035/37
CO5=100%	PO7	Major Events

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**

Test I	2			**15**
Test II	3			**20**
Project report	4			**15**
End exam	At the end of the semester			**40**
	Total			**100**

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Course Code: SLFI611

Course Name: Financial Statement Analysis

Course Objective:

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

Learning Outcomes:

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

CO1-Analyze and interpret the information provided in the financial statements of different business entities

CO2- Demonstrate the ability to apply various tools and techniques to analyze financial statements;

CO3- Demonstrate the ability to use critical thinking, analysis and synthesis for effective decision making

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

Recommended Text Book:

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

Suggested books:

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

Detailed Course Curriculum

CO	PO	Topic
CO1-100%	**PO2,PO4**	Introduction to Financial Statement Analysis
CO2-100%	**PO1,PO3**	Financial Reporting and Regulations
CO1-60%, CO2-40%	**PO2,PO5**	Analysis of Cash Flows, Inventories, Fixed Assets, Income Taxes, Equity, Financing Liabilities Including Contingent Liabilities
CO1-50%, CO3-50%	**PO3,PO4**	Leases and Off-Balance sheet debt,
CO2-100%	**PO1,PO6**	Analysis of Inter-corporate Investments, Analysis of Business Combinations
CO3-100%	**PO2,PO8**	Foreign Currency

		Transactions, Financial Analysis using Ratios, Measure of Performance using EVA, Measure of Performance using EVA
CO2-100%	**PO3,PO5**	Quality of Earnings Window Dressing, Analysis of Bank Financials, Financial Analysis and Valuation using Excel

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.

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

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Course Code: SLFI617

Course Name: Financial Econometrics

Course Objectives:

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

Course Outcome: After studying this course students will be able to

CO1	Define and compute measures of financial returns, interpret sample moments of financial return and discuss the stylised statistical properties of asset returns
CO2	Analyse and estimate models of autoregressive (AR), moving average (MA, and autoregressive-moving average (ARMA).
CO3	Apply the Box-Jenkins approach to time series models and forecast volatility using autoregressive conditional heteroscedastic (ARCH) models
CO4	Estimate, interpret, and forecast with generalised autoregressive conditional heteroscedastic (GARCH) models
CO5	Use vector autoregressive (VAR) models to analyse and interpret interaction between financial variables and examine the impact of shocks on financial variables using impulse response analysis, Undertake tests of hypotheses and Granger causality in a VAR framework. Estimate and interpret Panel data regressions with fixed and random effects.
CO6	Formulate limited dependent variable models, including logit and probit models, estimate and interpret logit and probit model and discuss models with multinomial linear dependent variables.

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

Suggested Readings:

1. Tsay R. Analysis Of Financial Time Series (Econometrics), Wiley, 2002

2. W. Enders. Applied econometric time series, Wiley, 2005.

3. Chris Brooks. Introductory Econometrics for Finance, 2008

4. Damodar N. Gujarati. Basic Econometrics, 2007

Course Outline:

CO	PO	Topic
CO1-100%	PO7,PO9	Statistical Properties of Financial Returns
CO2-50%, CO3-50%	PO5,PO6	Univariate Time Series and Applications to Finance
CO4-100%	PO3,PO2	Vector Autoregressive Models
CO4-30%,CO5-70%	PO1,PO5,PO8	Modelling Long Run Relationships in Finance
CO2-20%,CO6-80%	PO4,PO7	Modelling Volatility – Conditional Heteroscedastic Models
CO1-20%,CO4-30%,CO6-50%	PO3,PO9	Panel Data
CO3-100%	PO2,PO4	Limited Dependent Variable Models

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

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

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Course Code: SLBK602

Course Name: Treasury Management

Course Objectives:

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

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

CO1: To develop an understanding of the role and function of treasury for corporate and financial Institutions

CO2: To make sense of the complexities in the foreign exchange and money markets

CO3: To learn how to manage risk in financial services companies and corporates

CO4: To evolve a corporate treasury control systems in their organization

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Recommended Text Book:

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

Suggested reference books:

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

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

Treasury risk Management: S K Bagchi

Treasury's War: Juan Zarate

Treasury Markets and Operations: Hong Kong Institute of Bankers

Treasury Fundamentals, Antonio Morelli

The Handbook of Global Corporate Treasury: Rajiv Rajendra

Course Outline:

CO	PO	Topic
CO1-100%	PO1,PO2	Scope and Functions of Treasury Management
CO1-100%	PO1	Integrated Treasury
CO2-40%,CO1-100%	PO1	Asset Liability Management
CO2-100%	PO1,PO2	Foreign Exchange and foreign Exchange Markets
CO2-50%, CO3-50%	PO2,PO3	Financial Systems and Financial Markets
CO2-30%,CO3-70%	PO2	Financing Decisions
CO3-100%	PO3,PO4	Money Markets
CO3-100%	PO3,PO4	Cash / Fund Management in Banks
CO3-100%	PO4	Investment Portfolio of Bank
CO2-50%,CO3-50%	PO4,PO5	Alternate sources of financing
CO4-100%	PO5	Internal Treasury Control

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Evaluation Timelines

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

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

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Course Code:SLFI606

Course Name: Strategic Financial Management

Course Objectives:

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

Learning Outcomes:

CO1	Identify and apply the essential tools, techniques, and concepts of strategic financial management to attain organization's financial objectives.
CO2	Apply different valuation approaches and their implications for potential and existing projects of the firm.
CO3	Develop components of corporate plan, understand strategic financial planning, and understand growth strategies.

Recommended Textbook:

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

Suggested reference books:

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

Course Outline

CO	PO	Topics
CO1 10%	PO1	**Strategic Financial Management** Introduction to the course
CO1 20%	PO1, PO2	**Agency theory andconflicts of interest** Financial and non-financial objectives of a firm, Agency theory, Conflicts of interest in a Firm, Long-term and short-term financial planning in a company.
CO1 20% CO240%	PO1, PO2	**Corporate Valuation** Strategic Decision-Making Framework, Value Based Management System, Marakon Approach, Alcar Approach, McKinsey Approach, EVA Approach and CFVA Approach
CO1 10% CO240%	PO1, PO2	**Valuation of Intangibles** Brand, Patent and Goodwill valuations
		Test 1
CO1 10% CO2 10%	PO1, PO2	**Capital Structure: Theories and Value Creation** Choice of financing mix, Optimal capital structure, Financing mix and firm's life cycle

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CO1 10% CO320%	PO1, PO2	**Dividend Decisions and Beyond** Dividend irrelevance school, Managing changes in Dividend Policy, Life cycle of firm and Dividend policy
CO1 10% CO2 10%	PO1, PO2	**Valuation Long Term Projects** Valuation of long-term capital-intensive projects, Real options valuations, use of risk adjusted discounting rates and Hedging Strategies
CO1 10% CO320%	PO1, PO2	**Strategic Cost Management** Importance strategic Cost Management, Value chain analysis, Activity-based costing, and Life cycle costing.
		Test-II
CO3 15%	PO1, PO2	**Financial Planning and Forecasting** Types of financial planning models, Improving financial modeling, Growth with internal equity, Higging's sustainable growth model
CO3 15%	PO1, PO2	**Strategic Working Capital Management** Cash management models: Baumol model and Miller and Orr model, Simulating a cash budget, Receivables, and Inventory management.
CO320%	PO1, PO2	**Corporate restructuring and financial distress** Corporate restructuring including debt restructuring.

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		Test III
CO3 10%	PO1, PO2	**Current Developments** Corporate mergers and acquisitions, Management buyouts and other leveraged transactions.
		Closing Thoughts

Evaluation Timelines

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

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

Electronic and Web resources: Swayam Videos, Syndicated Database

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Course Code: SLBK601

Course Name: Risk Management in Banks

Course Objectives:

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

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

CO1: Understand the different types of banking risk and their measurement.

CO2: Apply different types of risk management techniques such as application of financial derivatives and ALM to manage risk.

CO3: Understand and implement regulatory mechanism to manage risk.

CO4: Implement best risk management practices and process in the organization.

Recommended Text Book:

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

Suggested reference books:

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

Course Outline

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction to Risk Management
CO1-100%	PO1	Risks in Banking
CO1-40%, CO2-60%	PO2,PO3	Approaches to Risk Management
CO1-100%	PO1,PO2	Credit Risk Management in Banks
CO3-100%	PO3,PO4,PO5	Market Risk Management
CO2-100%	PO1,PO2	Interest Rate Risk Management
CO2-100%	PO2	Foreign Currency Risk
CO1-100%	PO1,PO3	Managing Operational Risk
CO1-70%,CO4-30%	PO2,PO5	Managing Liquidity in Banks
CO2-40%,CO4-60%	PO1,PO2	Managing Banking Risk using Financial Derivatives
CO1-100%	PO2	Regulatory Mechanism to control Bank Risk
CO2-100%	PO3	Risk Management Framework in India

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.

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

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Course Code:SLFI612

Course Name: Financial Services

Course Objectives:

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

Expected Course Outcomes (COs):

Upon completion of this course, students are expected to:

CO1-Inter relate the various financial services offered by bank, non-bank and other financial institutions and their roles and responsibilities.

CO2-Determine the rentals for Lease and Hire purchase transfers.

CO3- Appraise the role of Insurance and credit rating in securing the mortgage securities.

CO4-Compare and contrast the housing loan and consumer loans offered by Banks and other financial institutions.

Recommended Text Book:

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

Suggested reference books:

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

Course Outline:

CO%	PO	Topic

CO1-100%	PO1	Financial services – Introduction
CO2-100%	PO1, PO7	Leasing
CO2-100%	PO1, PO7, PO9	Lease Evaluation
CO2-100%	PO1, PO7, PO9	Hire Purchase
CO3-100%	PO1, PO7, PO9	Consumer Credit
CO3-100%	PO1, PO7, PO9	Factoring & Forfaiting
CO4-100%	PO1, PO7, PO9	Housing Finance
CO3-100%	PO1, PO7, PO9	Insurance,Banc assurance;
CO4-100%	PO1, PO7, PO9	Venture Capital and Private Equity
CO4-100%	PO1, PO7, PO9	Plastic Money
CO4-100%	PO1, PO7, PO9	Credit Rating & CIBIL
CO3-100%	PO1, PO7, PO9	Securitization – Mortgages and Mortgage financing
CO4-100%	PO1, PO7, PO9	MFs & Portfolio Management Services
CO3-100%	PO1, PO7, PO9	Online Trading & Brokerage Houses
CO4-100%	PO1, PO4, PO7, PO9	SFIs
CO4-100%	PO1, PO4, PO7, PO9	Prudential Norms & Provisioning for NBFCs

Expectations from Students

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

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

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

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

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

Evaluation Timelines

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

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

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Course Code:SLFI622

Course Name: Quantitative Finance and Financial Modeling using SAS

Course Objectives:

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

Learning Outcomes:

CO1	Learn the application of SAS software
CO2	Apply the knowledge acquired in finance courses using the data in SAS software
CO3	Able to develop financial models using large datasets
CO4	Learn different research methodology using SAS

Recommended Textbook:

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

Suggested reference books:

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

Course Outline

CO	PO	Topic
CO1 10%	PO1	Course Overview - Orientation
CO1 10%	PO11, PO12, PO9	Understanding the SAS Environment

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CO1 10%	PO11, PO12, PO9	Data Processing
CO1 10% CO2 10% CO4 10%	PO11, PO12, PO9	Data Analysis
		Test 1
CO1 10% CO4 10%	PO11, PO12, PO9	Data Analysis (Advanced Topics)
CO1 10% CO2 10% CO3 10% CO4 10%	PO11, PO12, PO9	Asset Pricing
CO1 10% CO2 10% CO3 10% CO4 10%	PO11, PO12, PO9	Portfolio Management
CO1 10% CO2 10% CO3 10% CO4 10%	PO11, PO12, PO9	Options Pricing Models
		Test – 2

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CO1 10% CO2 10% CO3 10% CO4 10%	PO11, PO12, PO9	Fixed Income Securities
CO1 10% CO2 10% CO3 20% CO4 20%	PO11, PO12, PO9	Value at Risk (VAR)
CO2 10% CO3 10%	PO11, PO12, PO9	Event Study
CO2 10% CO3 20% CO4 20%	PO2,PO9, PO11, PO12	Project Presentation
CO2 10% CO3 10%	PO11, PO12, PO9	Algorithmic Trading / High Frequency Trading

Expectations from Students

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

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

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

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

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

k. **Evaluation Timelines**

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

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

Electronic and Web resources: Swayam Videos, Syndicated Databases

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

Course Code:SLFI609

Course Name: Portfolio Management and Mutual Funds

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

Course Outcomes (COs):

By the end of the course, student will learn:

CO1- Understanding objectives and constraints and preparing investment policy statement

CO2- Construction, management and rebalancing of portfolios based on risk and return parameters.

CO3- Various asset pricing models and portfolio selection models

CO4- Constructing minimum variance portfolio and evaluation of portfolio performance

CO5- Various equity and bond portfolio management strategies and using derivatives in portfolio management

CO6- Mutual funds, various documents, investment plans and regulatory framework associated with mutual funds.

Recommended Text:

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

Course Outline:

CO%	PO	Detailed Syllabus

CO1-50% CO2-50%	PO1, PO7	Introduction to Portfolio Management, Necessity of investment policy, Inputs to a policy statement, Investment motives or goals (long term high priority/low priority and short term high priority/low priority goals) Risks in investment, Investment constraints, Characteristics of Portfolio, Diversification, Risk and Return characteristics, Asset allocation, Combinations of two risky assets revisited (short sales not allowed): Perfect positive correlation, perfect negative correlation, zero correlation, intermediary correction.
CO4-100%	PO1, PO7, PO11	Minimum Variance Portfolio, Efficient Frontier (with and without short sales), Single Index Model, Beta Estimation and Forecasting, Portfolio Optimization - Markowitz risk return optimization
CO4-100%	PO1, PO7, PO11	Sharpe's optimization, Lintner's method of Short Sales, Asset Allocation & Risk Profiling Questionnaires, Utility Analysis – Absolute and Relative Risk Aversion;
		NCP-I
CO3-100%	PO1, PO7, PO9	Risk Tolerance functions , Asset Pricing – CAPM (Basic & Non Standard forms), APT – Principle of No Arbitrage, Equilibrium model, Estimation,
CO3-100%	PO1, PO7, PO9, PO11	Comparison with Multi Index model, Fama French 3 factor model, Other Portfolio Selection Models – Geometric Mean and Safety First
CO3-100%	PO1, PO7, PO9, PO11	Portfolio Revision – Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan
CO5-100%	PO1, PO7, PO9, PO11	Equity Portfolio Management Strategies – Active v/s Passive Management Strategies, Index Funds, Customized funds, Core & Satellite Portfolios Passive portfolio management Strategy, Style Analysis, Attribution Analysis, Evaluation of actively managed portfolios, Benchmark based performance evaluation, Strategic, Integrated and Tactical Asset Allocation,

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		Portfolio management using futures and options
		NCP-II
CO4-100%	PO1, PO7, PO9, PO11	Evaluation of Portfolio Performance – Return based (Money Weighted v/s Time Weighted), Early and Composite Portfolio Performance measures – Sharpe's ratio, Treynor's ratio, Jensen's alpha, Sortino ratio Fama's decomposition of overall return, Market timing ability, Stock selection ability
CO5-100%	PO1, PO7, PO9	Bond Portfolio Management – Duration, Shift and Immunization, Passive and Active Strategies in managing bond portfolio
		NCP-III
CO6-100%	PO1, PO7, PO9, PO11	Overview of Indian Mutual funds, Structure of mutual funds. Types of mutual funds, advantages and disadvantages of mutual funds, NAV, NFO, Offer document, Scheme Information Document (SID), Key Information Memorandum (KIM), Scheme Additional Information (SAI)
CO6-100%	PO7, PO11	Systematic Investment Plan (SIP),Systematic Withdrawal Plan (SWP) and Systematic Transfer plan (STP)
CO6-100%	PO1, PO7, PO9, PO11	SEBI guidelines and other regulatory aspects of mutual funds. Role of AMFI

Evaluation Plan

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

Course Code:SLMM601

Course Name:Marketing Research

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

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

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

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

CO1	Be able to translate a marketing problem into a feasible research question.
CO2	Should understand and execute a marketing research project independently.
CO3	Should possess basic knowledge Marketing research data analysis.
CO4	Should possess skill of Marketing research data analysis.

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Suggested Books:

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

Software Requirements:

- SPSS Version 21.0 ,Excel ,R Studio

Course Outline

CO%	PO	Topic / Area Covered
CO1 100%	PO2, PO5, PO6	Introduction to Marketing Research(Research Process)
CO2 90% CO1 10%	PO 4, PO7 PO10	Introduction to Marketing Research (Types of Marketing Research)
CO2 100%	PO5 PO8	Exploratory Research Design (Focus Group Interviews)
CO2 100%	PO9 PO3	Descriptive Research Design (Survey Method and Types)
CO2 100%	PO10 PO5, PO12	Measurement and Scaling: Fundamentals (Comparative Scaling)
CO2 100%	PO 7 PO 8	Measurement and Scaling: (Noncompetitive Scaling)
CO3 100%	PO 2, PO5	Questionnaire Design Techniques
CO4 100%	PO 1, PO11	Introduction to SPSS (Ver 21.0) or SAS Enterprise Guide 4.2
CO4 100%	PO 11, PO 12	Multiple Linear Regression Analysis (Basic Fundamental)
CO3 90%, CO4 10%	PO 7, PO 8	Multiple Linear Regression Analysis (inclusive of Dummies)
CO4 100%	PO 11, PO 12	Multiple Linear Regression Analysis (inclusive of Dummies)
CO3 100%	PO 7, PO 8	Logistic Regression Analysis

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CO4 100%	PO10	Two- Group Discriminant Analysis
CO3 100%	PO3	Two- Group Discriminant Analysis
CO3 100%	PO4, PO5	Topic / Area Covered
CO3 100%	PO 10 PO 8	Principal Component Analysis and Principal Axis Factoring (Basics and Marketing Application)
CO4 100%	PO5	Principal Component Analysis and Principal Axis Factoring (Varimax Rotation)
CO4 100%	PO 6 PO9	Principal Component Analysis and Principal Axis Factoring (Oblique Rotation)
CO4 100%	PO 1, PO 2	Cluster Analysis: Hierarchical
CO4 100%	PO 6, PO 7	Cluster Analysis: Hierarchical
CO4 100%	PO 9	Multidimentional Scaling
CO4 100%	PO 9	Multidimentional Scaling
CO4 100%	PO 12 PO 7	Causal Research Design : Experimentation
CO4 100%	PO 9 PO 10	Causal Research Design : Experimentation
CO4 100%	PO 3 PO 8	Causal Research Design : Experimentation
CO4 100%	PO 7 PO 10	Causal Research Design : Experimentation
CO3 50% CO4 50%	PO 5 PO 8	Conjoint Analysis

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CO3 50% CO4 50%	PO 9 PO 2	Conjoint Analysis
CO3 50% CO4 50%	PO 10, PO 11	Report Preparation and Presentation
CO3 50% CO4 50%	PO 12, PO 5	Report Preparation and Presentation
CO3 50% CO4 50%	PO 8, PO 9, PO 10	Report Preparation and Presentation

Evaluation Timelines

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

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

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Course Code: SLMM603

Course Name: B2B MARKETING

Course Objective: This course is designed to

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

Learning Outcomes:

CO1	To understand the similarities and differences in Business to Business and Business to Consumer goods marketing.
CO2	Gain a deeper understanding about organizational buying behavior, market analysis, CRM and SCM.
CO3	To understand about the adjustments required in the marketing mix elements due to points of departure from consumer marketing so as to reach organizational customers effectively.
CO4	To gain a managerial outlook rather than just a descriptive knowledge of business markets.

Textbook

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

Suggested Reference Books:

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

COURSE OUTLINE FOR B2B

CO	PO	Session wise activity
CO1 100% CO4 10%	PO1	Class discussion **TB:** Introduction: Significance; Characteristics; & Relationships. **Article-1:** What is Industrial Marketing (592012-PDF-ENG)
		Case-1 discussion: FreeMarketsOnLine (598109-PDF-ENG)
		Class discussion:
CO2 30% CO4 10%	PO1, PO3	**TB:** Organizational Buyer Behaviour: Types of buyers; Decision Making. Influences on DM. **Article-2:** Industrial Buyer Behavior (582117-PDF-ENG)
		Class Discussion
CO2 30% CO4 10%	PO1, PO3	**TB:** Business Marketing Planning & Strategies: Marker research; Supply/Demand chain management; STP;Branding for B2B markets.

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		Article-3: How to segment industrial markets (84312-PDF-ENG)
		Class discussion
CO3 25% CO4 15%	PO1, PO9	**TB:** Business Products &Services: Classification; Characteristics;New Product/service development;
		Class discussion
CO3 25% CO4 15%	PO1, PO9	**TB:** Pricing in B2B Markets: Pricing decisions; Pricing Strategies. **HBR Article-4:**Industrial Pricing to Meet Consumer Needs(78609-PDF-ENG)
		Class discussion
CO3 25% CO4 15%	PO1, PO3	**TB:** B2B Marketing Communication: Elements of Communication; IMC; Effectiveness of B2B media **HBR Article-5:** How B2B Marketers Can Get Started with Social Media (H02L2Z-PDF-ENG)
		Class discussion
CO2 30% CO3 25% CO4 15%	PO1, PO3	**TB:** Marketing Channels & IORs: Business relationships; Role of channels; Channels to Chains; Personal Selling; Organizing Sales force; **HBR Article-6:**Turn Your Industrial Distributors into Partners (86207-PDF-ENG) **HBR Article-7:** Industrial Selling - Beyond Price and Persistence (85212-PDF-ENG)
CO2 10%	PO4, PO6	Future of B2B Marketing &

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CO4 10%		B2B marketing in India
		HBR Article-8: Beyond the Exchange - The Future of B2B (R00614-PDF-ENG)

Evaluation Timelines

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

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

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Course Code: SLMM604

Course Name: Services Marketing

Course Objectives:

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

Course Outcomes:

Upon completion of this course, students are expected to:

CO1	Acquire an understanding of services marketing concepts & theories in a changing business environment.
CO2	Comprehend an understanding of cross-cultural challenges in managing quality services.
CO3	Develop leadership and decision making skills to deal with achieving goals under pressure situations in service firms.
CO4	Recognize the importance of ethical decisions in a services marketing context.
CO5	Communicate effectively about service marketing issues in oral presentations and written reports.

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Recommended Text Book:

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

Suggested reference books:

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

Course Outline

COs	POs	Topic
CO1= 100%	PO1	Introduction to Services Marketing **Article: Frei, Frances X., 2008, The Four Things a Service Business Must Get Right**, Harvard Business Review; Apr, Vol. 86 No. 4, pp. 70-80. Swayam Video: By Dr. Ravishankerhttps://www.youtube.com/watch?v=5MBEHY7Q0Ls&index=1&list=PLNqpomhpLKJ8L37GuTTX2Vmqu_dXg0o7JXX
CO1= 100%	PO1	Service Quality Dimensions and Gap
CO1= 100%	PO7	Services Mktg. Mix and Customer Decisions **Starbucks: Delivering Customer Service** Product Code: 504016-PDF-ENG; Publication Year: 2006

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		Industry: Retail (Non Alcoholic Beverages) https://cb.hbsp.harvard.edu/cbmp/content/6504-AVO-ENG
CO1= 100%	PO7	Service Innovation and Customer Standards **Bank of America (A)** Product Code: 603022-PDF-ENG; Industry: Banking
CO1= 40% CO2= 60%	PO8	Customer Standards, Servicescape, Employee Roles & Service Profit Chain **The Ordinary Heroes of the Taj** R1112J-PDF-ENG Publication Year: 2011
CO1= 40% CO2= 60%	PO8	Customer Role and Instrumental & Normative Strategies **Zip Car: Influencing Consu. Bhvr.** Product Code: 605054-PDF-ENG; Industry: Car Rental
CO5=100	PO2	Service Delivery using Technology **Spotify** Product Code: 516046-PDF-ENG Industry: Online Music Streaming
CO1=100%	PO7	Service Encounters
CO1=100%	PO7	Service Failure & Recovery
CO4=100%	PO10	Managing Demand **Avant Garden: Exploring Possibilities for Improving Revenue Management**

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		Case Code : MKTG257 (ICMR)
CO4=100%	PO7	24-25 **Shouldice Hospital Ltd.** Product Code: 683068-PDF-ENG Industry: Health Care
CO5=100%	PO1	Service Blueprint **Note on Service Mapping** **Product Code:** 693065-PDF-ENG Designing a service blueprint with Mural -online tool
CO5=100%	PO1	Pricing in Services **Virgin Mobile: Pricing for the very first time** Product Code: 504028-PDF-ENG; Industry: Telecom
CO5=100%	PO2	Integrated Marketing Communication in Services
CO2=100	PO4	Services Management in a Multicultural Context **Case: Four Seasons Goes to Paris** Product Code: 803069-PDF-ENG Industry: Hospitality

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			Weightage

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

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CO1=20% CO2=80%	PO8	Project Planning Delhi Metro Rail Project (ICMR CASE)
CO2=100%	PO8, PO11	Project Planning Bamboo House India: reducing Uncertainty in project Completion Using PERT (IBS Case OPM0029)
CO2=100%	PO7	Project Time-Cost Relationships Reynolds Construction Company (HBS Case)
CO2=100%	PO7	Project Scheduling **Scheduling a Time Constrained Project by Smoothing Resources Demand** **(ICMR Case)**
CO2=100%	PO1,PO7	Cost Estimating & Budgeting, Life Cycle Costs
CO2=100%	PO1	Managing Risks in Projects, Project Appraisal Methods BAE Automated Systems (A) Denver International Airport Baggage Handling System (HBS Case)

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- Project management: The managerial process; 6th Ed, Clifford Gray , Eric Larson, Guatamdesai McGraw Hill.

Suggested reference books:

- Project Management for Engineering, Business, and Technology: Principles & Practice, John M. Nicholas & Herman Steyn, 4th Edition, Routledge

Course Outline:

CO	PO	Topic
CO1=100%	PO1	Introduction to Project Management, Project Life Cycle Concept The Project Management System, Methodologies & Systems Development Cycle **UIDAI's AADHAAR Project : challenges Ahead (IBS Case PROM013)** **Teradyne Corporation: The Jaguar Project (HBS Case)**
CO1=100%	PO1	Systems Life Cycle, Systems Development Cycle, Project Conception, Project Definition The Milau Viaduct Project: Creating an Engineering Marvel (ICMR Case) Grosvenor Park (HBS Case)

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CO1 80%, CO2 20%	PO1, PO7, PO9	Sales Organization
CO1 40%, CO2 20%, CO3 40%	PO2 PO3	Sales Forecasting
CO1 30%, CO2 20%, CO3 50%	PO1, PO7, PO9, PO11	Sales Quotas
CO1 80%, CO2 20%	PO1, PO2, PO9	Management of sales quotas
CO1 40%, CO2 20%, CO3 40%	PO1, PO4, PO8, PO9, PO12	Management of Sales territories
CO2 40%, CO3 60%	PO1, PO7, PO9, PO11	Designing of Sales Territories
CO2 80%, CO3, 20%	PO1, PO7, PO9, PO11	Routing & Journey Plan
CO3 -20%, CO480%	PO1, PO4, PO8, PO9, PO12	Recruitment, selection and training of sales force
CO1 40%, CO2 20%, CO3 40%	PO1, PO7, PO9	Motivating and compensating salesperson
CO1 50%, CO2 20%, CO3 30%	PO1, PO7, PO9, PO11	Controlling and evaluating the Sales Effort
CO2 40%, CO3 60%	PO4 PO8 PO11	Channel Design
CO1 70%, CO3 30%	PO1, PO4, PO8	Rural Sales Channel
CO1 20%, CO2 40%, CO3 40%	PO5, PO7, PO6	Distribution Management
CO1 50%, CO2 50%	PO8, PO11, PO12	Channel Management
CO1 40%, CO2 20%, CO3 40%	PO1 PO2 PO9	Distribution Wholesaling & Retailing
		Project Presentations

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

Course Learning Outcomes:

At the end of the course, a student is expected acquire conceptual understanding necessary to manage projects.

Recommended Text Book:

Course Objective: This course is designed to.

CO1: - Help the student in understanding the process and skills required for conducting sales.

CO2: - Enable the student to appreciate how Sales Manager manage sales force.

CO3: - To help the student gain an understanding of how todeliver the value to the target customers.

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

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

Recommended Textbook:

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

Suggested books:

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

Course Outline

CO%	PO	Topic / Area Covered
CO1 100%	PO1, PO7	Introduction to Sales Management
CO1 50%, CO2 50%	PO1, PO7	Personal Selling (Selling Process)
CO1 50%, CO2 20%, CO3 30%	PO1, PO7, PO9	Negotiation

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

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Course Code: SLMM606

Course Name: Sales and Distribution Management

		(Source-YouTube)
CO1 10%	PO2, PO3, PO9	Direct Marketing Chap 14 https://www.youtube.com/watch?v=JAdKTx14Wy8 (Source-YouTube)
CO1 5% CO3 100%	PO11	Budgeting
CO1 5%	PO1, PO9	Sales promotion
CO1 5% CO4 100%	PO1, PO9	Internet & Interactive Media 13 & 15 https://www.youtube.com/watch?v=aZgS4tWc4bU (Source- Swayam Video)
CO1 10% CO5 100%	PO1, PO7, PO11	Corporate Advertising and Measuring Effectiveness of Promotional Program 17,18 https://www.youtube.com/watch?v=Qf7usLyR80k&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=6 (Source- Swayam Video)
CO1 10%	PO3, PO4	Regulation on Advertising and Promotion

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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

CO1 5%	PO1	Introduction to the course: 1, 2 https://www.youtube.com/watch?v=TWgXBEMt3-A (Source-Swayam Video)
CO1 5%	PO1	Growth of Advertising and Promotion, & Tools of IMC
CO1 5%	PO1	Organizing for Advertising – the Ad Agency 3 https://www.youtube.com/watch?v=9b1QFyFrYY4 (Source-YouTube)
CO1 10%	PO1, PO11	Perspectives on consumer behavior- And the communication Process 4, 5 https://www.youtube.com/watch?v=VlqUPJ_LCrs https://www.youtube.com/watch?v=fahtUZbDKNk (Source-YouTube)
CO1 10%	PO2	Communication Strategy 5 & 6 https://www.youtube.com/watch?v=R_c0_I7Qxwo&=&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&=&index=37 (Source- Swayam Video)
CO1 10% CO2 50%	PO1, PO7, PO11	Creative Strategy – Planning and Development, Implementation and Evaluation & https://www.youtube.com/watch?v=UIdWAgMCxsQ&=&index=78&=&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX (Source- Swayam Video)
CO1 10% CO2 50%	PO7, PO9, PO10	Media Planning and strategy 10,11, 12&18 https://www.youtube.com/watch?v=wHq-i9q_JW8

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- To discuss the various elements of promotion, mix and learning how they are to be integrated to achieve desired results.
- To know the functioning of advertising agencies.
- To prepare effective marketing communication messages.
- To provide insight into media selection process.
- How to budget for IMC campaigns.
- How to evaluate the success of an IMC Campaign.
- To design, execute and run successful IMC campaigns.

Learning Outcomes:

CO1	Learn the nuances of Integrated Marketing Communications
CO2	Appreciate the process in the creation of advertisements for print, electronic and digital media
CO3	Understand the preparation of budgets for IMC campaigns
CO4	Analyze the various choices of media available, their pros and cons and decide about relevant media for Promotional campaigns
CO5	Appreciate the process in the evaluation of success of IMC campaign

Recommended Textbook:

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

Suggested books:

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

Course Outline:

CO	PO	Topic

End exam	At the end of the semester	**40**
	Total	**100**

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Course Code: SLMM605

Course Name : INTEGRATED MARKETING COMMUNICATION

Course Objectives:

		Industry: Health Care
CO5=100%	PO1	Service Blueprint **Note on Service Mapping** **Product Code:** 693065-PDF-ENG Designing a service blueprint with Mural -online tool
CO5=100%	PO1	Pricing in Services **Virgin Mobile: Pricing for the very first time** Product Code: 504028-PDF-ENG; Industry: Telecom
CO5=100%	PO2	Integrated Marketing Communication in Services
CO2=100	PO4	Services Management in a Multicultural Context **Case: Four Seasons Goes to Paris** Product Code: 803069-PDF-ENG Industry: Hospitality

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	2			**10**
Test	3			**10**
Test	4			**10**
Group Project	5			**20**

		Industry: Banking
CO1= 40% CO2= 60%	PO8	Customer Standards, Servicescape, Employee Roles & Service Profit Chain **The Ordinary Heroes of the Taj** R1112J-PDF-ENG Publication Year: 2011
CO1= 40% CO2= 60%	PO8	Customer Role and Instrumental & Normative Strategies **Zip Car: Influencing Consu. Bhvr.** Product Code: 605054-PDF-ENG; Industry: Car Rental
CO5=100	PO2	Service Delivery using Technology **Spotify** Product Code: 516046-PDF-ENG Industry: Online Music Streaming
CO1=100%	PO7	Service Encounters
CO1=100%	PO7	Service Failure & Recovery
CO4=100%	PO10	Managing Demand **Avant Garden: Exploring Possibilities for Improving Revenue Management** Case Code : MKTG257 (ICMR)
CO4=100%	PO7	24-25 **Shouldice Hospital Ltd.** Product Code: 683068-PDF-ENG

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

Course Outline

COs	POs	Topic
CO1= 100%	PO1	Introduction to Services Marketing **Article: Frei, Frances X., 2008, The Four Things a Service Business Must Get Right**, Harvard Business Review; Apr, Vol. 86 No. 4, pp. 70-80. Swayam Video: By Dr. Ravishankerhttps://www.youtube.com/watch?v=5MBEHY7Q0Ls&index=155&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX
CO1= 100%	PO1	Service Quality Dimensions and Gap
CO1= 100%	**PO7**	Services Mktg. Mix and Customer Decisions **Starbucks: Delivering Customer Service** Product Code: 504016-PDF-ENG; Publication Year: 2006 Industry: Retail (Non Alcoholic Beverages) https://cb.hbsp.harvard.edu/cbmp/content/6504-AVO-ENG
CO1= 100%	PO7	Service Innovation and Customer Standards **Bank of America (A)** Product Code: 603022-PDF-ENG;

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

Course Outcomes:

Upon completion of this course, students are expected to:

CO1	Acquire an understanding of services marketing concepts & theories in a changing business environment.
CO2	Comprehend an understanding of cross-cultural challenges in managing quality services.
CO3	Develop leadership and decision making skills to deal with achieving goals under pressure situations in service firms.
CO4	Recognize the importance of ethical decisions in a services marketing context.
CO5	Communicate effectively about service marketing issues in oral presentations and written reports.

Recommended Text Book:

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

Suggested reference books:

CO4 50%, CO3 50%	PO4, PO9	Culture, Cross-Culture
CO4 100%	PO5, PO7	Diffusion of innovation
CO3 90%, CO4 10%	PO9, PO4, PO10	Online Consumer Engagement
CO4 100%	PO2, PO3, PO4	Ethical Consumption

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

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

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Course Code: SLMM604

Course Name: Services Marketing

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Course Objectives:

Text Book

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

References

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

Course Outline:

CO %	PO	CONSUMER BEHAVIOR TOPICS
CO1 100%	PO2, PO3, PO5	Consumer Behaviour : Meeting Changes & Challenges
CO1 90%, CO2 10%	PO1, PO6, PO7	Consumer Decision Making Process
CO1 100%	PO2, PO8	Consumer Research
CO2 100%	PO10, PO11, PO12	Motivation
CO2 100%	PO9, PO10	Personality – Human & Brand
CO3 50%, CO4 50%	PO6, PO7, PO9	Perception
CO3 100%	PO10, PO11	Memory, Attention and Learning
CO3 80%, CO4 20%	PO4, PO5	Attitude formation and Change
CO3 90%, CO4 10%	PO8, PO10, PO11	Communication & Consumer Behaviour
CO4 100%	PO6, PO7, PO8	Family & Social Class

understanding of the psychological (individual) and social (environmental) influences on consumers. The course would therefore be a study of consumers from various perspectives, borrowing from various disciplines of social sciences.

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

Course Objectives

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

Learning Objectives

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

CO1	Understanding the consumer behaviour principles.
CO2	Understanding the consumer as an individual – Exploring the concepts of motivation, personality, perception, Learning & Attitude.
CO3	Understand how to use Consumer Behaviour related information for decision making
CO4	Understand the social and cultural dimensions of consumer behavior.

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





Course Code: SLMM602

Course Name: Consumer Behaviour

Consumer Behaviour is a core marketing elective that deals with understanding the situational, contextual and personal influences on consumers. In a consumer driven market, it is essential to understand both the psyche of consumers as well as the other influencing factors, in order to derive meaningful and effective marketing strategies. This course is designed to enable an

CO2-50%, CO3-50%	PO2,PO3	Retail Analytics (Market Basket Analysis, RFM)
CO3-100%	PO3	Introduction to R/ R Studio: Installation & Packages, Importing Data files, Saving Files
CO2-50%,CO3-50%	PO3,PO4	Working With Variables & Data: Creating Vectors, Matrices, Subset of data
CO1-100%	PO1,PO2	Graphs & Plots: Bar, Pie, Boxplot, Histograms, Stem & Leaf, Scatterplot etc.
CO1-100%	PO4,PO5	Descriptive & Inferential Statistics (Central tendency & dispersion measures, probability distribution, univariate & bivariate stat)
CO1-20%,CO2-80%	PO1,PO2	Multivariate Statistical Analyses (Parametric & Nonparametric)
CO3-100%	PO4	Social Media Analytics (fb, twitter, linkedin, whatsapp), Text-mining

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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.

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Component	Component Number			Weightage
Class Participation	1			**15**
Class Participation	2			**15**

4. Misc.- Students are encouraged to self-learn various tools and packages available (Youtube playlists)

Course Outline

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction, Data Visualization and Summarization
CO2-100%	PO1,PO3	Data Cleansing (Outlier Detection, Missing Value Analysis, Data Transformation)
CO2-30%,CO3-70%	PO4	Pricing (Demand curves, Linear/ Nonlinear Price Optimization, Revenue Management)
CO1-100%	PO3,PO1	Predictive Analytics (Artificial Neural Networks, MLR & Logistic regression
CO2-100%	PO3	Customer Preferences in Product Research (Conjoint Analysis)
CO2-50%, CO3-50%	PO4,PO5	Customer Value (CLTV, Acquisition and Retention)
CO1-100%	PO1	Market segmentation (2step Cluster Analysis, Classification Trees)

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should formulate marketing strategies. This course is designed in response to the need for analytics talent in the marketplace which the industry is looking for today in a candidate. The purpose of this course is to convey the benefits of a systematic analytical approach toward marketing decision-making, and to build skills, knowledge and confidence in various topics covered in this course. It aims at preparing future managers who can (1) appreciate the importance of data to build and leverage competitive advantage of the firm, (2) understand the multiplicity of tools, techniques and packages, and their usefulness; and (3) can apply these to assist decisions in different functional areas of marketing.

Learning Objectives:

CO1: To learn various packages currently in use in Industry to graphically represent marketing (small & big) data and make inferences.

CO2:To understand how to apply analytical models to support marketing decisions on segmentation, targeting, positioning, product design, pricing, retail merchandising, customer relationship/ value management, personalization & customization, social/ web media optimization, viral marketing etc.

CO3:Use predictive/ forecast models for finding customer lifetime value, and churn; and granulize data.

Statistical SW packages:

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

Prescribed Reading Resources:

1. Text Book: Marketing Analytics: Data driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publishers, 2014.

2. IBM SPSS manual (Available at: http://www-01.ibm.com/support/docview.wss?uid=swg27047033)

3. R/ R-Studio manual (Available at: https://cran.r-project.org/manuals.html)

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

Course Code: SHMM650

Course Name: Marketing Analytics

Course Description:

"Marketing Analytics" refers to a broad set of statistical approaches used to improve managerial decisions pertaining to marketing domain. Some of these activities provide descriptive summaries of the past and the present, while few others generate predictive forecasts of how the future will unfold, and few others culminate in prescriptive advice about how the company

CO2-30% CO3-70%	PO1, PO7, PO9	Leveraging Secondary Brand Associations
CO3-100%	PO7, PO9, PO11	Researching for sources of Brand Equity: Capturing Customer Mindset
CO3-100%	PO7, PO9, PO11	Developing a Brand Equity Measurement and Management System
CO1-20% CO3-80%	PO7, PO9, PO11	Consumer buying decisions and consumer – brand relationship
CO2-100%	PO1, PO7, PO9	Designing and Implementing Brand Architecture Strategies
CO3-100%	PO1, PO7, PO9	Managing Brands over Time
CO4-100%	PO1, PO7, PO9, PO12	Managing Brands over Geographic Boundaries and Market Segments

Evaluation Components

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

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https://www.youtube.com/watch?v=eag24D3Adi0&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=45

Brand Management - III

https://www.youtube.com/watch?v=kLsqFJhPgfA&index=44&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX

Brand Management - IV

https://www.youtube.com/watch?v=oiNDHI9Cjt4&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=43

Brand Management - V

https://www.youtube.com/watch?v=w2R9-zbWmG4&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdoZXX&index=42

Detailed Course Plan

CO%	PO	TOPICS
CO1-100%	PO1, PO7	Introduction to Brand Management
CO1-100%	PO1, PO7	Customer Based Brand Equity and brand elements to enhance CBBE
CO1-100%	PO1, PO7	Brand Value Chain
CO2-100%	PO1, PO7, PO9	Brand Positioning
CO1-40% CO3-60%	PO1, PO7, PO9	Designing Marketing Programs to Build Brand Equity
CO3-100%	PO1, PO7, PO9	Integrating Marketing Communications including online branding to Build Brand Equity

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insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Course Outcomes (COs)

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

CO1- To get an overview of the Brand Management function (such as role of brands, concept of brand equity, and the advantages of creating strong brands).

CO2- To understand a comprehensive and holistic idea about the various Brand Management Strategies.

CO3- To understand the process of developing and sustaining successful brands.

CO4- To appreciate the importance of brand management in the global context.

Required Reading (Prescribed Text)

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

Additional Reading -

Strategic Brand Management 3rd Edition by Kevin Lane Keller

Building Strong Brands By David Aaker

Online Resources

CEC Lecture videos on Brand Management (I to VI)

Brand Management -

https://www.youtube.com/watch?v=UcDnoLdq4qI&list=PLNsppmbLKJ8L37GuTTX2Wmqu_dXgdpZIXX&index=46

Brand Management - II

End exam	At the end of the semester			**40**
	Total			**100**

Course Code: SLMM613

Course Name: Brand Management (BDM)

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Course Objectives

Branding is the central component of marketing strategy and the dominant theme in marketing today, affecting not just Consumer Goods but also B2B, Services, and NGO"s . This course will give students a deeper understanding of the importance of Brands, Brand Management and the process of Brand Development in today's competitive business landscape. This course provides

CO3-100%	PO3	Introduction to R/ R Studio: Installation & Packages, Importing Data files, Saving Files
CO2-50%,CO3-50%	PO3,PO4	Working With Variables & Data: Creating Vectors, Matrices, Subset of data
CO1-100%	PO1,PO2	Graphs & Plots: Bar, Pie, Boxplot, Histograms, Stem & Leaf, Scatterplot etc.
CO1-100%	PO4,PO5	Descriptive & Inferential Statistics (Central tendency & dispersion measures, probability distribution, univariate & bivariate stat)
CO1-20%,CO2-80%	PO1,PO2	Multivariate Statistical Analyses (Parametric & Nonparametric)
CO3-100%	PO4	Social Media Analytics (fb, twitter, linkedin, whatsapp), Text-mining

Evaluation :

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

Component	Component Number			Weightage
Class Participation	1			**15**
Class Participation	2			**15**
Test I	3			**15**
Test II	4			**15**

Course Outline

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction, Data Visualization and Summarization
CO2-100%	PO1,PO3	Data Cleansing (Outlier Detection, Missing Value Analysis, Data Transformation)
CO2-30%,CO3-70%	PO4	Pricing (Demand curves, Linear/ Nonlinear Price Optimization, Revenue Management)
CO1-100%	PO3,PO1	Predictive Analytics (Artificial Neural Networks, MLR & Logistic regression
CO2-100%	PO3	Customer Preferences in Product Research (Conjoint Analysis)
CO2-50%, CO3-50%	PO4,PO5	Customer Value (CLTV, Acquisition and Retention)
CO1-100%	PO1	Market segmentation (2step Cluster Analysis, Classification Trees)
CO2-50%, CO3-50%	PO2,PO3	Retail Analytics (Market Basket Analysis, RFM)

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purpose of this course is to convey the benefits of a systematic analytical approach toward marketing decision-making, and to build skills, knowledge and confidence in various topics covered in this course. It aims at preparing future managers who can (1) appreciate the importance of data to build and leverage competitive advantage of the firm, (2) understand the multiplicity of tools, techniques and packages, and their usefulness; and (3) can apply these to assist decisions in different functional areas of marketing.

Learning Objectives:

CO1: To learn various packages currently in use in Industry to graphically represent marketing (small & big) data and make inferences.

CO2:To understand how to apply analytical models to support marketing decisions on segmentation, targeting, positioning, product design, pricing, retail merchandising, customer relationship/ value management, personalization & customization, social/ web media optimization, viral marketing etc.

CO3:Use predictive/ forecast models for finding customer lifetime value, and churn; and granulize data.

Statistical SW packages:

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

Prescribed Reading Resources:

1. Text Book: Marketing Analytics: Data driven techniques with Microsoft Excel, Wayne L Winston, Wiley Publishers, 2014.

2. IBM SPSS manual (Available at: http://www-01.ibm.com/support/docview.wss?uid=swg27047033)

3. R/ R-Studio manual (Available at: https://cran.r-project.org/manuals.html)

4. Misc.: Students are encouraged to self-learn various tools and packages available (Youtube playlists)

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

Course Code: SHMM630

Course Name: Marketing Analytics

Course Description:

"Marketing Analytics" refers to a broad set of statistical approaches used to improve managerial decisions pertaining to marketing domain. Some of these activities provide descriptive summaries of the past and the present, while few others generate predictive forecasts of how the future will unfold, and few others culminate in prescriptive advice about how the company should formulate marketing strategies. This course is designed in response to the need for analytics talent in the marketplace which the industry is looking for today in a candidate. The

CO3 50% **CO4 50%**	**PO 11** **PO12**	**Strategizing Website Driven Business** Learn different types of website based business. Advertising Vs. Subscription based revenue monetization. CPM Vs. CPC models and their effectiveness for marketers. Calculating ROMI.
		NCP 2
CO3 50% **CO4 50%**	**PO 3** **PO 7** **PO 8**	**Measuring Campaign Effectiveness &** **Advanced Web Analytics** Setting up goals, Examining analytics reports, Choosing the right report for your analysis, Creating custom reports, dashboards and segments. Managing and measuring digital marketing funnel effectiveness.
CO4 100%	**PO 9** **PO 10**	**Inbound Marketing: Social Media Marketing, Content Marketing, E-Mail Marketing** Brief overview, Marketers "Follow the eyeballs", The use of social media marketing by small business, Using social media to engage and motivate employees, Listening to target audience, Social capital 2.0, Social search, Folksonomy, Social sharing, Collaborating with the brand
CO4 100%	**PO 10** **PO 11**	**Mobile Marketing** Introduction to Mobile Marketing, How Mobile Marketing is Different, Mobile App Optimization, Role & Features of Mobile App

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.

CO1 100%	PO1, PO2 PO4	**Introduction to Evolution of Digital Marketing Landscape** Ice-breaking, Brief intro of course, Past, present and future of digital marketing landscape, Web 1.0 / 2.0 / 3.0 Dot com bubble and burst, The internet value chain, Cloud computing: SaaS, PaaS, IaaS.
CO2 100%	PO 3 PO 6	**Business Models, Customer Behavior & Experience Management for the Virtual World** Overview of different online business models and their typologies, strategic options for value creation and marketing. Understanding consumer decision making process in the digital world and how marketers can provide better experiences. Showrooming, webrooming, and omni-channel retailing.
CO1 50% CO2 50%	PO 5 PO 7	**Search Engine Optimization** Overview and importance of Search Engine Optimization. Evolution of SEO. Steps in Performing SEO. Difference in On-Page and Off-Page SEO. Leveraging White-Hat SEO
CO3 100%	PO 8 PO 9	**Understating Different Digital Marketing Channels, Basic Terminology & Analytics** Understand importance of various channels. Digital Marketing metrics, Web Analytics, CPM, CTR, CR, Landing Pages, Bounce Rate, Exit Rate etc.
		NCP 1
CO3 100%	PO 2 PO 10	**Search Engine Advertising & Display Advertising** Brief overview and history of online advertising. Account creation, Essential requirements and setting of account creation, Ad extensions, Creating and managing different types of Text ads and Image ads, Conversion and goal setting, attribution modeling, Remarketing campaigns, shopping campaigns.

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

Reference Books (RB):

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

Course Outline:

CO %	PO	Topics

School (HBS) cases to introduce a wide range of internet marketing issues faced by online marketers. These cases serve as a foundation for critically analyzing situations and acquiring evidence-based, ethical decision-making skills using marketing theory and marketing metrics. Further, the course will expose students to contemporary digital marketing metrics and analytic tools, such as Web Analytics, Campaign Performance Analytics, Social Media Analytics, and other web metrics to integrate marketing performance with a firm's strategic thrust to meet corporate goals.

Learning Outcomes:

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

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

CO1	Explore the realities and implications of digital marketing and e-commerce from marketers' perspective.
CO2	Efficiently plan, create, manage and measure digital marketing campaigns.
CO3	See the similarities and differences between traditional and modern marketing approaches; and also to understand where to draw a line between both.
CO4	Draw business insights from digital marketing research reports available on various analytics reports.

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https://www.sugarcrm.com/

http://www.forteconsultancy.com/

https://www.dunnhumby.com/

http://www.crmnext.com/white_papers/whitepaper-overview/

Evaluation

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

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Course Code: SHMM625

Course Name: Digital Marketing

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Course Objectives:

The course enables students to learn key digital marketing strategies leveraged by marketers in a dynamic marketing environment. The hands on course specifically focus on how businesses create, market and deliver value in a digital ecosystem. The course utilizes Harvard Business

CO2 10% CO3 10% CO4 20%		Loyalty Programs Case 3: TESCO - The Customer Relationship Management Champion, ICMR, 2008 Additional Material: Developing an Effective Customer Loyalty Program, California Management Review, 49/1 (Fall 2006): 123-148
CO1 10% CO2 10% CO3 10% CO4 10% CO5 25% CO6 10%	PO2, PO5,	CRM &Social Media, Managing Customer Complain Behaviour Case 4: United Breaks Guitar Product #: 510057-PDF-ENG Additional Material: What Unhappy Customers Want, MIT Sloan, Spring 2014, Vol. 55, No. 3

Notes:

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

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Industry Resources

https://www.salesforce.com/in/crm/

https://www.oracle.com/applications/customer-experience/index.html

https://www.microsoft.com/en-in/dynamics365/customer-service

		Customer Lifetime Value Analysis Product #: 511029-PDF-ENG (2010) Simulation Case: The Orthopaedic Motor Market: Minnesota Micromotors, Inc. and Brushless Motor Technology, HBSP, June 12, 2014 Product #: WH0005-HTM-ENG
CO2 10% CO4 25%	PO1, PO9, PO11	CRM Automation: Sales Force Automation,Marketing Automation,Service Automation Book Chapter 8: Sales Force Automation Book Chapter 9: Marketing Automation Book Chapter 10: Service Automation Faculty Industry Experience, Industry White Papers and Videos
CO2 10% CO3 10% CO5 25% CO6 40%	PO1, PO9, PO11	Developing and Managing Customer-Related Database, Deploying CRM White Paper 1: The complete guide to CRM Data Strategy, Oracle, June 2019 , To be read by student digitally (Copyright material) White Paper 2: The 7 Steps To A Successful CRM Implementation, HCL, To be read by student digitally (Copyright material)
CO2 10%	PO2, PO3	Understanding & Deploying

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CO1 15% CO2 10% CO3 15%	PO1, PO3	Customer Acquisition, Development & Management (Basics) Book Chapter 4: Managing Customer Retention and Development Case 1: HOPI: Turkey's Shopping Companion Product No #9-519-057, March 28, 2019
CO1 10% CO2 10% CO3 15%	PO3, PO9, PO11	Creating Value & Experience for Customers Article: Turn Customer Input into Innovation, HBR, January 2002. Book Chapter 6: How to Deliver-Customer Experienced value Article: Using Customer Journey Maps to Improve Customer Experience, HBR, November 15, 2010 Additional Material: How to create realistic journey map, Business Horizons, 2017 Book Chapter 7: Managing Customer Experience.
CO2 10% CO3 10%	PO3, PO11	CustomerPortfolio Management & Customer Lifetime Value Case 2: Yemeksepeti: Growing and Expanding the Business Model through Data, Product #: 817095-PDF-ENG Book Chapter 5: Customer Portfolio Management Industry Note: Marketing Analysis Toolkit:

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

CO	PO	Topic
CO1 20%	PO1, PO7	Introduction & Course Overview
CO1 20%	PO1, PO7	Defining CRM Understanding Relationship Different schools of thought on relationship, History of CRM etc. Book Chapter 1: Introduction to CRM Article: After the Sale is Over, HBR 83-511, Pgs. 8. Book Chapter 2: Understanding Relationships Article: Why Satisfied Customer Defect, HBR, Nov-Dec 1995 HBR 6838
CO1 15% CO2 10% CO3 20%	PO1, PO3	Customer Acquisition, Development & Management (Basics) Book Chapter 3: Managing Customer Acquisition Additional Material: Unlock the Mysteries of Your Customer Relationships, HBR, July-Aug. 2014

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class activities like assignment, project and simulation exercise to ensure students are able to apply concepts to real business scenario. The course also teaches how to generate insights from customer data, generate visualizations and create dashboards for decision making.

Course Objectives:

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

Learning Outcomes:

CO1	Appreciate the role of CRM in today's dynamic marketing environment.
CO2	Explore the realities and implications of CRM from the perspectives of both customer and marketer.
CO3	Understand and enhance the consumer journey.
CO4	Learn to create CRM driven marketing strategy.
CO5	Draw insights from voice of customer for designing consumer focused strategy.
CO6	Efficiently launch, manage, and drive CRM initiatives and Understand vital CRM metrics and create CRM dashboards.

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Textbook

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

Reference Books & Industry Resources

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Course Code: SLMM611

Course Name: Customer Relationship Management

Course Description:

This elective course in the MBA program enables students to learn and appreciate Customer Relationship Management (CRM) strategies and tools. The course utilizes a number of Harvard Business School (HBS) articles and cases to introduce a wide range of CRM issues, problems faced by firms and management reactions to those problems. The course incorporates various

		development
CO1-100%	PO1	Screening new product ideas
C02-80%, CO1-20%	PO2	Concept development and testing
CO1-100%	PO3	Business Analysis
CO2-100%	PO1	Commercialization: Test marketing and launching the new product
CO2-100%	PO1,PO2	Managing growth
CO1-50%, CO2-50%	PO1	Managing the mature product
CO1-80%, CO2-21%	PO2	Controlling the product line: an overview of the deletion decision
CO1-100%	PO3,PO4	Reaching the decision to delete a product
CO2-100%	PO5	Implementing the deletion decision

Evaluation Timelines

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

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

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Learning Outcome: This will enable the student's

CO1- decision making at a managerial position on areas like product conceptualization, product introduction, product commercialization and finally delineation/ deletion, with a sound understanding on product centric issues from customer and marketing perspectives.

CO2- managerial decision making aided by simulations during the course.

Text Book

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

Reference Books

1. Product Management, by Donald R Lehmann and Russel S Winer, TMH Edition, 2010 Reprint

2. New Products Management, by C. Merle Crawford & C. Anthony Di Benedetto, Mc Graw Hill

3. The Product Manager's Hand Book Linda Gorchels, TMH, 2012

Course Outline

CO	PO	Topics
CO1-100%	PO3,PO5	Competition and Product Strategy
CO1-100%	PO4	Introduction to product management
CO1-50%, CO2-50%	PO4	Buyer Behavior
CO2-100%	PO3,PO4	The product life cycle in theory and practice
CO1-70%, CO2-30%	PO4	Product portfolios
CO1-100%	PO1	The importance, nature and management of the new product development process
CO2-100%	PO1,PO2	New product strategy
CO1-60%, CO2-40%	PO1	Idea management for new product

		100

Course Code: SLMM610

Course Name: PRODUCT MANAGEMENT

Course Objective: This course has specific objectives of getting students accustomed to the concepts and practices of modern product marketing & management.

CO1-100%	**PO1**	Retail Site Selection
CO1-50%,CO2-50%	**PO1,PO2,PO3**	Retail Market Strategy
CO1-100%	**PO1,PO2**	Retail Financial Strategy
CO1-100%	**PO1**	Customer Relationship Management
CO2-100%	**PO1,PO2**	Retail Merchandise Planning
CO1-50%, CO2-50%	**PO1,PO3**	Retail Buying and Growth of Private Labels
CO1-100%	**PO1**	Retail Pricing
CO1-70%,CO2-30%	**PO2,PO3**	Vendor-Relater Relationship
CO2-100%	**PO1**	Retail Store Design/Layout
CO1-60%,CO2-40%	**PO2**	Human Resource Management
CO1-100%	**PO3,PO4**	Information Systems

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.

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

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

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

Supplementary Texts

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

Major Institutes following the course outline along with recommended textbook

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

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Course Outline

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction to Retailing
CO1-100%	PO1	Types of Retailers
CO2-80%,CO1-20%	PO3,PO4	Multi-Channel Retailing
CO1-100%	PO2,PO3	Retail Store Location

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

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

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

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

ii) Develop and evaluate a retail management program.

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

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

Learning Outcomes for Students

Students should appreciate

CO1: Importance of Retailing in our society.

CO2: Retail strategies focused on merchandise, location, pricing, communication, customer service, human resource, and store design/layout

CO3: How the above strategies can be integrated while developing their overall retail strategy.

Required Text:

Evaluation Timelines

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

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

Course Code: SLMM609

Course Name: Retail Management

Need for the Course

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

		Denver International Airport Baggage Handling System (HBS Case) GMR's Terminal 3 for Delhi Airport (ICMR Case)
CO1=30% CO2=70%	PO7	Project Quality & Safety Management The Burj Dubai Project Ceiling Panel Collapse in the Big Dig Project(textbook)
CO2=100%	PO7	Project Execution, Monitoring & Control Turner Construction Company (HBS Case)
CO2=100%	PO1	Project Organization Structure & Integration The Atek PC Project Management Office (HBS Case) Merger Integration of Bank of America – The Trust Web Project (HBS Case)
CO4=100%	PO3	Managing Participation, Teamwork & Conflict Salt Lake Organizing Committee: 2002 Olympic (HBS Case)

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		Creating an Engineering Marvel (ICMR Case) Grosvenor Park (HBS Case)
CO1=20% CO2=80%	PO8	Project Planning Delhi Metro Rail Project (ICMR CASE)
CO2=100%	PO8, PO11	Project Planning Bamboo House India: reducing Uncertainty in project Completion Using PERT (IBS Case OPM0029)
CO2=100%	PO7	Project Time-Cost Relationships Reynolds Construction Company (HBS Case)
CO2=100%	PO7	Project Scheduling **Scheduling a Time Constrained Project by Smoothing Resources Demand** **(ICMR Case)**
CO2=100%	PO1,PO7	Cost Estimating & Budgeting, Life Cycle Costs
CO2=100%	PO1	Managing Risks in Projects, Project Appraisal Methods BAE Automated Systems (A)

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At the end of the course a student is expected acquire conceptual understanding necessary to manage projects.

Recommended Text Book:

- Project management: The managerial process; 6th Ed, Clifford Gray , Eric Larson, Guatamdesai McGraw Hill.

Suggested reference books:

- Project Management for Engineering, Business, and Technology: Principles & Practice, John M. Nicholas & Herman Steyn, 4th Edition, Routledge

Course Outline:

CO	PO	Topic
CO1=100%	PO1	Introduction to Project Management, Project Life Cycle Concept The Project Management System, Methodologies & Systems Development Cycle **UIDAI's AADHAAR Project : challenges Ahead (IBS Case PROM013)** **Teradyne Corporation: The Jaguar Project (HBS Case)**
CO1=100%	PO1	Systems Life Cycle, Systems Development Cycle, Project Conception, Project Definition The Milau Viaduct Project:

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30%		
CO1 80%, CO2 20%	PO1, PO7, PO9	Sales Organization
CO1 40%, CO2 20%, CO3 40%	PO2 PO3	Sales Forecasting
CO1 30%, CO2 20%, CO3 50%	PO1, PO7, PO9, PO11	Sales Quotas
CO1 80%, CO2 20%	PO1, PO2, PO9	Management of sales quotas
CO1 40%, CO2 20%, CO3 40%	PO1, PO4, PO8, PO9, PO12	Management of Sales territories
CO2 40%, CO3 60%	PO1, PO7, PO9, PO11	Designing of Sales Territories
CO2 80%, CO3, 20%	PO1, PO7, PO9, PO11	Routing & Journey Plan
CO3 -20%, CO480%	PO1, PO4, PO8, PO9, PO12	Recruitment, selection and training of sales force
CO1 40%, CO2 20%, CO3 40%	PO1, PO7, PO9	Motivating and compensating salesperson
CO1 50%, CO2 20%, CO3 30%	PO1, PO7, PO9, PO11	Controlling and evaluating the Sales Effort
CO2 40%, CO3 60%	PO4 PO8 PO11	Channel Design
CO1 70%, CO3 30%	PO1, PO4, PO8	Rural Sales Channel
CO1 20%, CO2 40%, CO3 40%	PO5, PO7, PO6	Distribution Management
CO1 50%, CO2 50%	PO8, PO11, PO12	Channel management
CO1 40%, CO2 20%, CO3 40%	PO1 PO2 PO9	Distribution Wholesaling & Retailing
		Project Presentations

Projects:

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

Course Learning Outcomes:

Course Code: SLMM606

Course Name: Sales and Distribution Management

Course Objective: This course is designed to.

CO1: - Help the student in understanding the process and skills required for conducting sales.

CO2: - Enable the student to appreciate how Sales Manager manage sales force.

CO3: - To help the student gain an understanding of how todeliver the value to the target customers.

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

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

Recommended Textbook:

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

Suggested books:

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

Course Outline

CO%	PO	Topic / Area Covered
CO1 100%	PO1, PO7	Introduction to Sales Management
CO1 50%, CO2 50%	PO1, PO7	Personal Selling (Selling Process)
CO1 50%, CO2 20%, CO3	PO1, PO7, PO9	Negotiation

		GMR's Terminal 3 for Delhi Airport (ICMR Case)
CO1=30% CO2=70%	PO7	Project Quality & Safety Management The Burj Dubai Project Ceiling Panel Collapse in the Big Dig Project(textbook)
CO2=100%	PO7	Project Execution, Monitoring & Control Turner Construction Company (HBS Case)
CO2=100%	PO1	Project Organization Structure & Integration The Atek PC Project Management Office (HBS Case) Merger Integration of Bank of America – The Trust Web Project (HBS Case)
CO4=100%	PO3	Managing Participation, Teamwork & Conflict Salt Lake Organizing Committee: 2002 Olympic (HBS Case)

Evaluation Timelines:

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

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

Course Code: SLMM608

Course Name: Strategic Marketing Management

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

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

Learning outcome: At the end of the course, the student would have an understanding of –

CO1: skill of strategic decision making under different marketing scenarios

CO2: design and implementation of various marketing strategies in different marketing contexts.

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

Suggested Book: Strategic Marketing Problems: Cases and Comments, PEARSON, 12th Edition, Roger A. Kerin, Robert A. Peterson

Course Outline:

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction to Strategic Marketing Management – importance and relevance
CO1-100%	PO2	Strategic Direction

		Marvel Enterprises Inc (Abridged) – HBS Case 511097
CO2-100%	PO1,PO2,PO3	Understanding Strategic Planning, implementation and evaluation Norton : Strategic Planning for Diversified Business Operations – HBS Case : 9-377- 044
CO1-100%	PO2,PO3	Segmentation, Targeting Positioning Gillette - HBS Case 9-587-099
CO1-50%,CO2-50%	PO2,PO5	Market Planning H-E-B Own Brands: HBS Case : 9 – 502-053
CO1-30%,CO2-70%	PO2,PO3	Branding and Advertising Heineken Global Branding and Advertising (HBS Case-9-596-015)
CO1-100%	PO1,PO2,PO3	Strategic Pricing Decisions Case from Text book :South West Airlines
CO1-70%,CO2-30%	PO4	Strategic Pricing Decisions Case from Text book :South West Airlines
CO1-100%	PO1,PO2	Introduction to SMM Simulation game - Balanced

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		Score card and Marketing Plan

Evaluation Timelines

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

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

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Course Code: SLMM609

Course Name: Retail Management

Need for the Course

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

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

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

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

ii) Develop and evaluate a retail management program.

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

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

Learning Outcomes for Students

Students should appreciate

CO1: Importance of Retailing in our society.

CO2: Retail strategies focused on merchandise, location, pricing, communication, customer service, human resource, and store design/layout

CO3: How the above strategies can be integrated while developing their overall retail strategy.

Required Text:

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Major Institutes following the course outline along with recommended textbook

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- Texas A&M University
- Fisher College of Business, The Ohio State University
- Warrington College of Business, The University of Florida
- University of Tennessee
- Thompson Rivers University
- Florida Gulf Coast University

Course Outline:

CO	PO	TOPIC

CO1-100%	**PO1,PO2**	Introduction to Retailing
CO1-100%	**PO1**	Types of Retailers
CO2-80%,CO1-20%	**PO3,PO4**	Multi-Channel Retailing
CO1-100%	**PO2,PO3**	Retail Store Location
CO1-100%	**PO1**	Retail Site Selection
CO1-50%,CO2-50%	**PO1,PO2,PO3**	Retail Market Strategy
CO1-100%	**PO1,PO2**	Retail Financial Strategy
CO1-100%	**PO1**	Customer Relationship Management
CO2-100%	**PO1,PO2**	Retail Merchandise Planning
CO1-50%, CO2-50%	**PO1,PO3**	Retail Buying and Growth of Private Labels
CO1-100%	**PO1**	Retail Pricing
CO1-70%,CO2-30%	**PO2,PO3**	Vendor-Relater Relationship
CO2-100%	**PO1**	Retail Store Design/Layout
CO1-60%,CO2-40%	**PO2**	Human Resource Management
CO1-100%	**PO3,PO4**	Information Systems

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.

Evaluation Pattern		
Component	**Component**	**Weightage**

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

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Course Code: SHHR630

Course Name: HR Analytics

Course Objectives:

- Defining Analytics research and HR Application–Advantages of measuring HRM. Consequences of not measuring HRM, Common problems/ Obstacles with HR Analytics.
- To know about the standard HR metrics to measure various facets of HR related outputs and about indices and metrics to measure them.
- To learn practical application of concepts learned through software.

Course Outcomes (COs):

CO1 - Understanding of HR Analytics

CO2 - Application of quantitative methods

CO3 - Software Usage

Reading Material:

- **Text Book:**Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Cengage Learning Publishers.

Reference Book:

1. How to measure Human Resource Management (3rd ed.)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.
2. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.
3. Discovering Statistics with SPSS. Field, A. (2005) Oxford.
4. Applying advanced analytics to HR Management decisions (2014)- James C. Sesil, Pearson
5. Making Human Capital Analytics Work- Measuring the ROI of Human Capital Processes and Outcomes (2015)– Patricia P. Williams and Jack J. Phillips, McGraw-Hill.
6. Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. SAGE Publications India.

7. Banerjee, P., Pandey, J., and Gupta, M. (2019) Practical Applications of HR Analytics: A Step-by-Step Guide. Sage Publications India Pvt. Ltd. (pp. 1-352).

CO%	PO	TOPIC
CO1-100%	PO1, PO7	Introduction to HR Analytics
CO2-100%	PO1, PO7, PO9	Introduction to HR Metrics
CO3-100%	PO1, PO7, PO9, PO11	Descriptive analytics
CO2-100%	PO7, PO9, PO11	Tools and Techniques I
CO2-20% CO3-80%	PO7, PO9, PO11	Tools and Techniques II
CO3-100%	PO7, PO9, PO11	Tools and Techniques III
CO3-100%	PO7, PO9, PO11	Tools and Techniques IV
CO3-100%	PO7, PO9, PO11	Tools and Techniques V

Evaluation Timelines

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

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

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Course Code: SLHR601

Course Name: HR Planning

Course Description: This is an HRM elective course that is designed to provide both a conceptual and practical study of human resource planning and strategic staffing within organizations.

Upon completing the course, you will be able to develop an integrative framework and activities of HR planning and strategic staffing in an organization congruent with the business strategies. The course aims at positioning and aligning HR activities, specifically HR planning and staffing with the business goals/strategies so that you can understand HR's role and strategic importance in an organization. The emphasis is that HR is not a standalone activity and the ownership of HR should belong to the line/business managers and HR professionals are their strategic partners.

Some specific topics of this course include: aligning HR with strategy, HR planning and staffing; HR forecasting process, ascertaining HR supply, succession management, IT for HR planning, downsizing and restructuring, staffing for international operations, among others.

This course is of importance to those with interests in the field of HRM as well as to managers in all functional areas of an organization who need to build and develop the KSAs to effectively manage people. Organizations gain sustainable competitive advantage through people thus making HRM an important partner in the strategic planning and decision-making process. By the end of this course, you will gain an understanding of why effective HR practices are critical to the success of any organization and the strategic planning role that HR professionals now play in organizations.

Scope: The course is designed to help HR managers plan and make decisions about the allocation of resources for effective management of people in organizations, within a given strategy. It deals with making the inventory of current utilization, finding out/forecasting manpower requirements, understanding manpower supply and procurement plans both for domestic and international operations.

Course Objectives: The objectives of this course are -

- To focus on how HR can create an alignment with business strategy and contribute to business performance.
- To understand the impact of the external environment on staffing.
- To understand the strategic importance of staffing
- To develop a workforce plan.
- To evaluate the current issues and methodologies used in workforce planning.
- To compare decision-making models.
- To explain the interdependence of staffing with other HRM functions.
- To provide linkage of business strategy to HR strategies-policies and systems.
- Discuss current issues in staffing.
- To create practical understanding of an organization strategy with HR planning to create sustained competitive advantage.
- To help appreciate how HR Planning is critical to the firm's survival and its relative success.

Course Outcomes: At the end of the course, the student would have an understanding of -

CO1: The strategic role and importance of HR planning and staffing in alignment with the business goals and strategies.

CO2: Formulating effective staffing strategies and solutions for different organizations.

CO3: Evaluating and critiquing various staffing and selection methods and recommend suitable strategic choices in an organization.

CO4: Conducting competency-based interview and evaluating interview performance.

CO5: Making strategic employment decisions and gauge effectiveness of the staffing systems

Recommended Text Book:

- Belcourt, Monica; McBey, J. Kenneth; Hong, Ying & Yap, Margaret (2015). Strategic Human Resource Planning. Cengage Learning, D

Suggested Readings:

- Heneman III, Herbert G., Judge, Timothy A., & Kammeyer-Mueller, John D. (2015). Staffing organizations. 8th Edition. Middleton: Mendota House.
- Searle, Rosalind. (2003). Selection & recruitment: A critical text. Basingstoke: Palgrave Macmillan.
- Harvard Business School. (2002). Hiring and Keeping the Best People. Boston: Harvard Business School Press.
- Ballantyne, I., and Povah, N. (2004). Assessment and Development Centres. Aldershot: Gower.
- McBeath, Gordon (1992). Handbook of Human Resource Planning. John Wiley & Sons.
- Casio, Wayne (2005). Managing Human Resources: Productivity, Quality of Work Life, Profits. McGraw-Hill/Irwin, 7e.
- Das, Hari. (2007). Recruitment, Selection and Deployment of Human Resources: A Canadian perspective. Toronto: Pearson Prentice Hall
- Kessler, R. (2006). Competency-based interviews: Master the Tough new Interview Style and Give them the Answers that will Win you the Job. Franklin Lakes: Career Press.
- Phillips, Jean M., and Gully, Stanley M. (2009). Strategic staffing. Upper Saddle River: Pearson/ Prentice Hall.

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Journals for Reference:

- Human Resource Planning, HR People & Strategy, USA
- Human Resource Management Journal, Wiley-Blackwell, UK
- Human Resource Management Review, Elsevier Science, UK
- Human Resource Management, John Wiley & Sons, Inc., UK
- Human Resources, Haymarket Media Group Ltd, UK
- National HRD Network,

Course Outline:

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction to HRP
CO2-100%	PO3,PO1	HR Planning and Corporate Strategies
CO1-50%, CO3-50%	PO1	HR Forecasting
CO4-100%	PO4	Demand Forecasting Technique
CO5-100%	PO2,PO3	Supply Forecasting
CO3-70%, CO4-30%	PO2,PO4	Career Planning and Succession Management
CO1-60%,CO2-40%	PO5	HRP in Restructing
CO3-70%, CO5-30%	PO2,PO3	Staffing in International context
CO2-40%, CO3-60%	PO3	Outsourcing
CO1-100%	PO1, PO2	Technology and HRP
CO2-40%, CO3-60%	PO2	Downsizing
CO4-100%	PO3,PO5	HRMS
CO5-100%	PO4,PO5	Recruitment

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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.

S.N	Component	Weightage
1	Class participation	10%
2	Non-Class Participation	50%
3	End Semester Exam	40%
	Total	100%

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Course Code: SLHR607

Course Name: Performance Management & Reward Systems

Course Objective: This course is designed to make the students well-equipped on the front of managing the performance of workforce on business lines by mitigating the evils in the course of action. Precisely, the issues connected with keeping the employees satisfied with proper compensation packages, incentives, rewards etc as a form of recognition of their talent and performance.

Learning Outcomes: At the end of the course a student is expected to understand the basic objectives behind the performance management systems that are being evolved in corporate premises. The basic postulates concerning the process of appraising the performance of employees in line with expectations set forth by the firm would be grasped by the students. The balancing of employees' priorities and organizational preferences could be identified in the process of PMS and the students can easily manage the payroll functionalities and employees assessment procedures on strategic lines.

CO1	To understand the basic objectives behind the performance management systems that are being evolved in corporate premises.
CO2	The basic postulates concerning the process of appraising the performance of employees in line with expectations set forth by the firm would be grasped by the students.
CO3	The balancing of employees' priorities and organizational preferences could be identified in the process of PMS.
CO4	The students can easily manage the payroll functionalities and employees assessment procedures on strategic lines.

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Recommended Text Books:

1. Performance Management (2nd Edition) -Herman Aguinis. Publisher: Pearson (2009)

2. Compensation (9th Edition)-Milkovich, Newman & Venkata Ratnam. Publisher: Tata McGraw Hill Private Ltd (2010)

Suggested books:

1. Performance Management-Armstrong & Baron. Publisher: Jaico Publishing House (2010)

2. Compensation Management in a Knowledge-Based World (10th Edition)-Henderson. Publisher: Pearson (2009)

Course Outline

CO %	PO	Topic and Learning Outcomes
CO1 100%	PO 4, PO5	**Introduction** **How it is different from Performance Appraisal** Performance Management- **Content:** Concept, Purposes , Characteristics and Approaches: Traditional and Modern **Outcomes:** • The conceptual understanding of Performance Management Systems and their practical relevance in managing the organizations of modern times.

		• The difference between Traditional and Modern methods of performance management systems.
CO1 100%	PO 5, PO6 PO7 PO8	**Performance Management Process:** **Content** Prerequisites, Planning, Execution, Assessment, Review, Renewal and Recontract **Outcomes:** • Various phases of performance management process from end-to-end by knowing the intricacies of precautions needed to be taken at each and every stage of implementation. • The multitude of operations and integration of various processes in Performance Management System for better execution.
CO1 80% CO2 20%	PO 9 PO 10 PO 12	**Performance Management System Implementation:** **Content:** • Approaches to Measurement: Trait/ Behavior/Results • Measuring Results and Behavior, Gathering Performance Information • Implementing Performance Management System • Performance & Potential Appraisal **Outcomes:** • Understanding and anticipation of unforeseen scenarios and

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		problems in the execution process of PMS. • The technicalities like measuring skills, investigating abilities, assessment capabilities.
CO 2 80% CO1 20%	PO 1 PO 7 PO 8	**Performance Management and Employee Development:** **Content:** • Personal Development Plans • Direct Supervisors' Role • 360 Degree Feedback System **Outcomes:** • The utility of implementation of 360 Degree Appraisal Method in comparison with other traditional methods of evaluation. • The roll out of Employee Development plans in the aftermath of Performance appraisal findings.
CO2 90% CO 10%	PO 11 PO 6 PO 7	**Performance Management Skills:** **Content:** Coaching, Coaching Styles, Coaching Process, Performance Review Meetings **Outcomes:** • Differentiating Performance Management from Performance Measurement for avoiding the complexities in the process.

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		• Various employee development techniques like Coaching, Mentoring etc for achievement of established objectives.
CO 2 80% CO1 20%	PO 1 PO 7 PO 8	**Team Performance:** **Content:** • Teams and Implications for Performance Management • Purposes and Challenges • Rewarding Team Performance **Outcomes:** • The implications of Performance Management Systems on Team Performance. • Rewarding Teams on the basis of findings from Performance Appraisal Techniques for better satisfaction of stakeholders.
CO3 80% CO4 20%	PO 2 PO 3	**Foundations of Reward Management:** **Content:** • Compensation and Non- Compensation Dimensions • Financial and Non-financial Rewards • Developing Compensation Policies

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		• Developing Compensation Strategies • Forces Influencing Development of Compensation Strategy, • Aligning C&B Strategy with Business Strategy • Guiding Principles **Outcomes:** • Differentiating Compensation from Rewards Management process. • The strategic significance of Compensation and rewards management.
CO4 100%	PO 7, PO 9, PO 10	**<u>Developing Compensation System and Process:</u>** **<u>Content:</u>** • Market Comparisons, • Role of Work Analysis and Work Evaluation in Developing a Compensation System, • Elements of 'Cost to Company' • Developing Grade and Pay Level Structures • Broad-banded Pay Structures • Job-family Modeling • Communicating & Implementing Pay Plans **Outcomes:** • Benchmarking compensation policies by taking cues from

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		market trends. • Using Methods like Job classification to differentiate Grade and Pay level structures in the compensation management

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CO3 100%	PO 1 PO 7 PO 10 PO 11	**Designing Variable Pay Plan for Rewarding Performance, Competence and Contribution:** **Content:** • Variable Pay Philosophy • Variable Pay Drivers • Variable Pay Design & Implementation • ESOP • Contingent Pay: Skill-based Pay/ Competence-based Pay/Performance-based Pay • Incentive Schemes, Bonus Schemes, Profit-sharing, Gain-sharing, Team Rewards **Outcomes:** • Doing the cost benefit analysis of various rewards and their relative relevance in terms of extracting dividends by the firms. • Contextualizing the skill-based pay and performance based pay keeping focus on strategic objectives of the firm.
CO4 100%	PO 3 PO 4 PO 5	**Integrating Compensation and Performance Management Systems:** **Content:**

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		Diagnosing the Current Situation, **Preparing Compensation Revision Plans, Aligning changes to Internal and External Factors, Implementing and Communicating Revision Plans, Pensions, Tax-considerations, Executive Compensation, Innovations in Reward Management** **Outcomes:** • **Various innovations in the direction of integrating compensation with PMS.** • **The pay revision plans and their meticulous implementation in line with changes in the market.** **Compensation / Rewards Practices in Indian Companies** **Content:** **Sector wise rewards practices and trends in Indian companies will be examined by taking inputs from popular companies.** **Outcomes:** • **Practices and outcomes of different Indian companies in terms of managing rewards systems.** • **Cross-sectoral comparison and understanding of**

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		different pay systems and practices.

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			10
Non Class Participation	1 (Test.1)			20 (MCQs)
Non class participation	2 (Test.2)			20 (Descriptive)
Non Class Participation	3 (Test.3)			10 (Mini Project Presentations)

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Course Code: SLHR608

Course Name: Training and Development

Course Description:

Human resource development encompasses three components viz., education, training and development. It aims at enhancing abilities and motivating people to positively contribute towards superior performance at individual, group and organizational level. Innovative training and development practices would help in better financial performance of organizations. It also helps in meeting the competitive challenges. When customers demand high quality of products and services, constantly updating the knowledge and skills of employees is the only solution.

This course deals with the various aspects of the Training and Development (T&D) function from needs identification to training evaluation and future trends in training. It deals with the three major phases in training like Pre-training, Training and Post-training. It also deals with the Trainer's role, attitude, personality, etc. Students can gain insights into various Training methods, Training models and Evaluation methods.

Course Objectives:

The objectives of the course are to:

- Familiarize students with the core concepts of training and development.
- Explain students the process of training and development in line with current practices by organizations
- Introduce students with specific training processes such as needs assessment, design, training methods and evaluation models in greater detail
- Be acquainted with various tools and techniques available for making T & D more effective.

Learning Outcomes:

CO1	To ensure students understand the basic concepts in training and development and appreciate the different processes involved in T&D.
CO2	Acquire competencies to design & execute training and development programs independently
CO3	Strike rapport between precept and practice and deliver results to audiences—both in academia and industry

Recommended Textbook:

- Blanchard, P. Nick, Thacker, James, and Ram, Anand V. (2019). Effective Training: Systems, Strategies and Practices. Pearson Education, 5/e.

Suggested Readings:

- Noe, A. Raymond & Kodwani, Amitabh Deo (Current Edition), Employee Training and Development (7th Edn), New Delhi: Tata McGraw-Hill.
- **Goldstein, L. Irwin** (Current Edition), **Training in Organizations** - Needs Assessment, Development, and Evaluation, **Cengage Learning, New Delhi.**
- Lynton, **P. Rolf & Pareek, Udai** (Current Edition), **Training for Organizational Transformation, Part I & II, Sage Publications Pvt. Ltd., New Delhi.**
- Lynton, **P. Rolf & Pareek, Udai** (Current Edition), **Training for Development, Vistaar Publications, New Delhi.**
- Craig, L. Robert (1996). The ASTD Training and Development Handbook: A Guide To Human Resource Development, McGraw Hill Professional.
- Laird, D. (Current Edition). Approaches to Training and Development, Rawat Publications.
- Rao, T. V. (2006). Readings in HRD, Oxford & IBH.

- Virmani, B. R. (1982). Evaluating Management Training and Development, Vision Books.

Course Outline

CO	PO	Topic/Area Covered
CO1 10%	PO2, PO3, PO8, PO11	Introduction to Employee Training Ch.1: Training in Organizations Ch.10: Key areas of Organizational Training **Case1:SUPERVALU, Inc.: Professional Development Program** Francis J. Aguilar **Pub Date:** Nov 22, 1999 **HBS:** 900019-PDF-ENG
CO110%	PO2, PO3	Role of Training in Strategic Management Ch. 2: Aligning Training with Strategy Article 1: **Developing First-Level Leaders** Andreas Priestland; Robert Hanig **Pub Date:** Jun 1, 2005 **HBR#:** R0506G-PDF-ENG **Case 2: Eyes of Janus: Evaluating Learning and Development at Tata Motors** Debolina Dutta; Matthew J. Manimala

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		Pub Date: Jul 28, 2014 **HBS #:** W14308-PDF-ENG **(New Case)**
CO120%	PO1, PO2, PO9	Training Needs Assessment (TNA) Ch. 4: Needs Assessment Article 2: **How GE Teaches Teams to Lead Change** Steven E. Prokesch **Pub Date:** Jan 1, 2009 **HBR:** R0901J-PDF-ENG **Case 3: Training and Development Process at Tata Main Hospital** Pub Date: 2013 ICFAI CRC: HROB161
CO1 20%	PO2, PO3	Learning Theories Ch. 4: Learning, Motivation and Performance **Case 4: Best Buy, Co., Inc. (A): An Innovator's Journey** Dorothy Leonard; Brian J. Delacey **Pub Date:** Sep 4, 2003(Revised: Nov 18, 2005) **HBS:** 604043-PDF-ENG
CO1 10% CO2 20%	PO1, PO2, PO7, PO9, PO11	An Overview of New Employee Induction and Socialization Ch. 10: Key Areas of Organizational Training Article 3: **Breakthrough in On-the-Job Training**

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		Earl R. Gomersall; M. Scott Myers **Pub Date:** Jul 1, 1966 **HBR:** 66404-PDF-ENG **Case 5: Amisha Gupta's First Year at Work** Srinivasan Tatachari **Pub Date:** Mar 12, 2014(Revised: Mar 7, 2014) **HBS:** W14030-PDF-ENG **(New Case)**
CO1 10% CO220%	PO2	An Overview of Traditional and Modern Instructional Approaches Ch. 6: Traditional Training Methods Ch. 7: Electronic Training Methods Role Play as a Sales Training Tool, Larry Robinson, HBR, 87310, May-June 1987. Activities: Role-plays, videos, in-basket exercises, business games, etc. Case 6: **DFS: Insuring Customer Service Excellence Through E-Learning** (New Case) Kapil Tuli; Christopher Dula **Pub Date:** Jan 7, 2017 **HBS** SMU132-PDF-ENG
CO1 10% CO2 20%, CO3 50%	PO2, PO5, PO8	Role of Trainers Ch 8: Development and Implementation of

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		Training Ch. 4: Effective Trainer: Instructor's Competencies, Enhancing Human Capital Through Training and Development, PL Rao (pp.57-75) Ch. 9: Trainers and Training Styles, Training for Development, Rolf P. Lynton and Udai Pareek (pp.189 – 210) Article 4: **Most Doctors Have Little or No Management Training, and That's a Problem** Jennifer Perry; Matt Brubaker; Foster Mobley **Pub Date:** Dec 15, 2017 **Web Article:** H042V3-PDF-ENG (New Article)
CO1 10% CO2 20%, CO3 40%	PO1, PO2	Training Evaluation Process Ch. 6: Evaluation of Training **Case 6: Eyes of Janus: Evaluating Learning and Development at Tata Motors** Debolina Dutta; Matthew J. Manimala **Pub Date:** Jul 28, 2014 **HBS:** W14308-PDF-ENG (New Case) Exercises: Calculating Training efficacy/ effectiveness and Training ROI

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CO2 20%, CO3 10%,	PO1, PO2	Training in various sectors

Evaluation Plan		
#	**Component**	**Weightage**
1	Class Participation (End of semester)	10%
2	Test 1: Descriptive Test.	20%
3	Test 2: MCQ Test	20%
4	Test 3: Project Work.	10%
5	End Semester Exam	40%
	Total	100%

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Course Code: SHHR615

Course Name: Industrial Relations & Employment Laws

Course Objective:

This course is designed to facilitate working knowledge of industrial relations and employment laws from a managerial perspective and to enable students to interpret and apply these laws.

Prescribed Textbooks:

1. Handbook of Industrial Law, N.D. Kapoor, Sultan Chand and Sons, 2018
2. Industrial Relations Second Edition, C.S. Venkata Ratnam and Manoranjan Dhal, Oxford University Press, 2018

Suggested Readings:

1. Industrial Relations and Labour Laws, Piyali Ghosh and Shefali Nandan, McGraw Hill, 2017
2. Industrial Relations and Labour Laws, Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, Tata McGraw Hill Education, 2017
3. Labour and Industrial Laws, P K Padhi, PHI Learning, 2017
4. Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing, 2012
5. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, InduBalaand Seema Priyadarshini, Pearson Education, 2017
6. ILO working paper seriesSHFI
7. Labour Law Reporter
8. Indian Journal of Industrial Relations

Course Outline:

CO	PO	Topic
CO1 100%	PO2, PO3, PO8, PO11	Introduction to industrial relations and employment laws

CO1 50% CO2 50%	PO2	The Factories Act, 1948 – • Health • Safety • Welfare • Working Hours • Employment of Women Penalties and procedures
CO1 60% CO2 40%	PO2, PO5, PO8	The Employees/ Workmen Compensation Act, 1923 • Fatal Accidents Act, 1855 • The Employers' Liability Act, 1938 • Compensation and distribution of compensation
CO1 40% CO3 30% CO4 30%	PO1, PO2	The Employees State Insurance Act, 1948 • Administration of the Scheme • Role of Inspectors • Contributions • Benefits Penalties
CO1 50% CO4 50%	PO1, PO2, PO9	The Employees Provident Funds and Miscellaneous Provisions Act, 1952. • The PF Scheme 1952 • The Pension Scheme 1995 • Administration of the Scheme • Role of Inspectors Penalties and Offences
CO3 50% CO4 50%	PO1, PO2, PO3, PO9	The Payment of Gratuity Act, 1972 • Payment of Gratuity

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		• Compulsory Insurance • Protection of Gratuity • Role of Inspectors Penalties and Offences
CO2 50% CO3 30% CO4 20%	PO1, PO2, PO8	The Payment of Wages Act, 1936 and Payment of Minimum wages Act, 1948. • Rules of payment of wages • Maintenance of Registers and Records • Penalty and offences Minimum Wage Act
CO2 40% CO3 40% CO4 20%	PO1, PO2, PO3, PO9	The Industrial employment (Standing Orders) Act, 1946 and the Contract Labour (Regulation and Abolition) Act, 1970 • Draft Standing orders • Certification of Standing orders • Responsibility of contractors Penalties
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	The Apprentices Act, 1961. • Contract of Apprenticeship • Training Rules • Obligations of employers and Apprentices Penalties and offences
CO3 60% CO4 40%	PO1, PO2, PO8	Maternity Benefit Act, 1961 and the Maternity Benefit (Amendment) Act, 2016. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

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		Payment of Bonus Act, 1965
CO1 50%, CO4 50%	PO2	Industrial Relations - Concepts, Perspective and Globalization.
CO1 30%, CO2 60%	PO1, PO2, PO8	Trade Union Act, 1926. Trade Unionism – Theoretical foundations and legal framework: Concepts, History, Objectives, Functions, Types, Structure, Trends, and Challenges.
CO1 20%, CO2 40%, CO4 40%	PO1, PO2, PO9	Collective Bargaining – Patterns, Process, legal framework, negotiations, stakeholders, issues and concerns.
CO2 50% CO4 50%	PO1, PO2, PO9	The role of Government in Industrial relations: Philosophy, Types, Instruments, State intervention, challenges.
CO1 10%, CO2 30%, CO3 20%, CO4 40%	PO1, PO2, PO3, PO9	Employee Grievance: Causes, consequences and redressal mechanism
CO1 40%, CO2 30%, CO3 30%	PO1, PO2, PO8	Discipline and Disciplinary Action: Causes, consequences, principle of natural justice.
CO1 30%, CO2 30%, CO4 40%	PO1, PO2, PO3, PO9	Workers participation in management.
CO3 60% CO4 40%	PO1, PO2, PO8	Industrial Disputes Act, 1947 • Conciliation Machinery • Adjudication Machinery • Role of National Tribunal • Strikes and Lockouts • Lay-off and Retrenchment • Unfair labour practices Penalties
CO1 20%, CO2	PO1, PO2, PO8	Recent amendments to the Labour Laws

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30%, CO3 30% CO4 20%		• The Payment of Gratuity (Amendment) Act, 2017 • The Payment of Wages (Amendment) Act, 2017 Maternity Benefit (Amendment) Act, 2016

Evaluation Timelines:

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

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

Before the student takes the end examination, he / she will be aware of the progress in each course up to an extent of 60 marks. Students not taking the evaluation according to the timelines mentioned above will not be given another opportunity excepting in rare circumstances of extreme illness or hospitalization.

Course Code: SLHR612

Course Name: Competency Mapping and Assessment

Course Objective:

This course is designed to:

- Understand the fundamentals of competency management.
- Understand the process and techniques of competency mapping and developing competency models.
- Understand the concept of the assessment centre, identification, and design of competency assessment tools.
- Understand integration of competency profiling to other HR applications.

Learning Outcomes:

- Understand the theoretical perspectives of competency management.
- Develop competency-basedstudies.
- Develop competency models.
- Develop and administer assessment centreexercises.
- Integrate competency-based HR practices into the organizational processes.

Recommended Textbook:

1. Competence at work: Model for superior performance, Spencer & Spencer, Wiley India Pvt. Ltd.
2. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publications

Reference Books:

1. 360-degree feedback, competency mapping and assessment centres, Radha R Sharma, Tata McGraw-Hill Publication.
2. Assessment Centres, Nitin Sawardekar, Sage Publication
3. Competency Based HRM, Ganesh Shermon, Tata McGraw-Hill Publication.

Detailed Course Outline: -

CO%	PO	Topic/Area Covered
CO1 100%	PO2, PO3, PO8, PO11	Concept, Definition, Roles and characteristic of Competencies.
CO1 50%, CO2 50%	PO2	Defining competencies and types of organizations, Context and Relevance.
CO1 60%, CO2 40%	PO2, PO5, PO8	Competency management framework, strategic framework.
CO1 40%, CO3 30%, CO4 30%	PO1, PO2	Developing a Competency Model, understanding job positions, general
CO1 50%, CO4 50%	PO1, PO2, PO9	Competency Framework and Identification
CO3 50%, CO4 50%	PO1, PO2, PO3, PO9	**Objective test (MCQs)**
CO2 50%, CO3 30%, CO4 20%	PO1, PO2, PO8	**Developing Competency models**
CO2 40%, CO3 40%, CO4 20%	PO1, PO2, PO3, PO9	Understanding difference between various competencies, the terms
CO1 70%, CO2 30%	PO1, PO2, PO3, PO9	**Written test (Descriptive)**
CO3 60%, CO4 40%	PO1, PO2, PO8	Difference between development and assessment centre, assessment techniques
		Competency based HR Systems (test)

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CO1 30%, CO2 60%	PO1, PO2, PO8	Competency driven careers. Competency Based performance Management, Performance evaluation
CO1 20%, CO2 40%, CO4 40%	PO1, PO2, PO9	**Case in Competency: Training need Assessment** By: A. Thomas & A. Panchal, SCMS Journal of Indian Management, April-June 2010.
CO2 50%, CO4 50%	PO1, PO2, PO9	**Mary Caroline Tillman at Egon Zehnder: Spotting Talent in the 21st Century**
CO1 10%, CO2 30% CO3 20%, CO4 40%	PO1, PO2, PO3, PO9	**The concept will be discussed in the class derived through article.** **National Semiconductor's India Design Centre**
CO1 40%, CO2 30% CO3 30%	PO1, PO2, PO8	**Classroom Discussion** The Boundaryless Career: A Competency-Based Perspective (1994) Robert J. Defillippi& Michael B. Arthur, Journal of Organizational Behavior, Vol. 15, No. 4, pp. 307-324 Source: EBSCO
CO1 30%, CO2 30% CO4 40%	PO1, PO2, PO3, PO9	**Classroom Discussion** **Competency based pay in the Manufacturing & Service Sectors** (1997) Henry Jahja & B. Kleiner, Industrial Management, pp 24-26

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CO1 20%, CO2 40%, CO4 40%	PO1, PO2, PO9 PO11, PO12	**Classroom Discussion** **From Job-Based to Competency-Based Organizations** Edward E. Lawler III, Journal of Organizational Behavior, Vol. 15, No. 1 (Jan., 1994), pp. 3-15 **Source: JSTOR**

The evaluation broadly falls into the following scheme:

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.

Table

Suggested Weightages of Different Evaluation Components

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

Schedule for Evaluation Components:

Objective test (MCQs) will be conducted in the 11th session of the course.

Written test (Descriptive) will be conducted in the 20th session of the course.

Project/Seminar: The students are required to use one of the competency mapping techniques in a project, present, and submit the report in the 33rd session.

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Course Code: SLHR602

Course Name: Strategic HRM

I. COURSE OBJECTIVES

- To provide linkage of business strategy to HR strategies-policies and systems.
- To equip the students with tools and techniques essential as strategic contribution of HRM to organizational success.
- To create practical understanding of an organization strategy with human resources management function to create sustained competitive advantage.
- To focus on how HR can create an alignment with business strategy and contribute to business performance.
- To help students appreciate how HRM is critical to the firm's survival and its relative success.

II. COURSE LEARNING OUTCOMES

At the end of the course, the student would have an understanding of -

CO1: Relevance of SHRM in managing the organizations in 21st century.

CO2: Design and develop HR strategies that facilitate and contribute to corporate strategy.

CO3: Critically evaluate HR principles and systems in place and ensure they underpin HR strategy required for corporate strategy.

CO4: Critically appraise the strategies for maximizing and maintaining HR productivity.

CO5: Analyse the integration of organisational processes, systems, structures and culture for use in strategic decision-making pertaining to HRM.

CO6: Formulate and implement fair and ethical employment practices.

CO7: Distinguish between effective and ineffective leadership styles, and propose effective leadership styles to facilitate innovation within the organization.

CO8: Demonstrate an in depth understanding of the principles underlying strategic resourcing, reward management, performance management, learning and development.

III. TEXTBOOK

- Strategic Human Resources Management by Jeffrey A. Mello, Cengage Learning.

IV. SUGGESTED READINGS

- The HR Scorecard by Becker, Brian E, et al. HBS Press.
- Aligning human resources and business strategy: The key to improved Business Performance by Dreher, George F./ Dougherty, Thomas W. Tata McGraw Hill.
- Handbook of strategic HRM by Armstrong Michael/ Baron Angela, Jaico Publishing House.

Course curriculum:

CO	PO	**Topics/Session(s)**
CO1-100%	PO1,PO2	Understanding Strategic HRM Concept, Purposes, Characteristics of SHRM
CO1-100%	PO1,PO4	Understanding and Measuring Human Capital: An Investment Perspective Investment perception of Strategic Human Resources Management, tangible benefits of SHRM
CO3-100%	PO3,PO5	Challenges in SHRM
CO2-100%	PO3,PO4	Strategic Management



		Practical steps in the process of roll-out of HR strategy in line with business objectives.
CO5-30%,CO6-70%	PO3,PO5	The Strategic Role of Human resource Management • Business value adding functions of managing human resources on strategic lines Creation of value out of each and every HR functions.
CO6-20%,CO7-40%,CO8-40%	PO1,PO3	Aligning HR System with Business Strategy • Process of integrating Business with HR functions. Precautions and safeguards in the execution process.
CO2-60%,CO3-40%	PO5	SHRM Profiling • Technicalities of implementing HR functions on strategic lines. The documentation skills of SHRM process.
CO1-40%,C03-60%	PO2,PO4	SHRM Profiling
CO2-80%,CO3-20%	PO1	Measuring HR System • Scales and metrics to measure the value of SHRM initiatives. Issues of overlapping and complexity that can be identified in the course of measurement.
CO2-100%	PO2,PO3	HR Planning Planning of Human resources on strategic lines. The steps to be taken in forecasting of human resources.
CO2-60%, CO3-40%	PO5	Designing and redesigning work systems The technicalities of job design and redesign in

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		terms of yielding tangible benefits on financial front.
CO1-100%	PO3,PO4	Managing change Change management initiatives as part of strategic human resources management.
CO2-60%, CO3-40%	PO1,PO2	Implementation of SHRM: Recruitment The process re-engineering of recruitment practices on strategic lines.
CO1-100%	PO3	Training and Development How to strategize training and development practices.
CO1-50%, CO2-50%	PO2,PO3	Performance Management and Feedback Implementing PMS on strategic lines with satisfaction to stakeholders.
CO2-30%, CO3-70%	PO5	Compensation Strategizing compensation and rewarding practices
CO1-100%	PO2,PO3	Employee Separation& Retention Management Separation cost of human resources and their implications on business front.
CO2-100%	PO4	Global Human Resource Management How to plan expatriates on strategic lines

Evaluation Timelines

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

Component	Component Number			Weightage

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

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Course Code: SLHR604

Course Name: Global HRM

Course Objective:

The course is designed to give students a practical overview of the Global Human Resources function in a contemporary business organization. The course will focus on current International Human Resources programs and practices used in the best global business organizations. Information from outside CEOs and human resources executives, along with cases will be used to demonstrate practical issues in Global Human Resources management. Students will gain practical management knowledge as to how Human Resources functions operate in Global business organizations.

Learning Outcomes:

When you have completed this course, you should be able to analyze the use of Human Resource Management principles in your own organization, and perhaps introduce them; in addition you will be able to:

CO1- identify and discuss the main tasks associated with HRM

CO2- assess the main perspectives on management and explain their relationship to HRM

CO3- explain the importance of the cultural context for HRM

CO4- discuss the challenges that multi-national corporations face in managing HR in some major economies

CO5-evaluate the importance of parent–subsidiary relationships in relation to HRM

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CO6- assess the extent to which multi-national corporations have the freedom to impose common approaches to HRM in their international operations

CO7- embed organizational learning and knowledge within the strategic GHRM function

CO8- discuss the challenges of managing culture within an international joint venture

CO9- examine expatriation from the perspectives of both the parent company and the overseas subsidiary/partner

Recommended Text Book: "International Human Resource Management" (4th Edition) by Peter J Dowling and Denice E. Welch Publisher: Cengage Learning India Pvt Ltd

Reference Book:

Monir Tayeb (2005) International Human Resource Management, Oxford, UK: Oxford University Press

Journals: International Journal of Human Resource Management, Journal of international business studies, Journal of Small Business Management

Course Outline:

CO	PO	Module & Topics
CO1-100%	PO2,PO3	**Introduction to GHRM** New perspective of HRM Stages of international business

		Growth of MNCs Difference between domestic and global HRM
CO2-50%,Co3-50%	**PO1,PO5**	**HR planning for global business** Reasons for international assignment Types of international assignment Staffing issues: HCN, PCN, TCN Ethnocentric, Polycentric, Heliocentric ,Geocentric
CO4-100%	**PO3,PO4,PO5**	**Recruitment and selection for global business** Selection criteria for international assignment Issues regarding expatriate failure
CO5-50%, CO6- 50%	**PO3,PO6**	**Training and development for global assignments**

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		Understanding Cross –cultural differences: Theories on 'Culture' (Hofstede, Hall and others) Components of pre-departure training Effectiveness of pre-departure training
CO7-100%	**PO7**	**Performance Management for global business** Factors associated with expatriate performance Issues related with performance appraisal
CO8-100%	**PO3,PO4**	**Compensation management for global business** Key components Two main approaches

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CO9-100%	**PO6,PO7**	**Employment Relations** Key issues in IR in global operations Key concerns of trade unions Issues regarding international laws Role of ILO
CO8-30%. **CO9- 70%**	**PO8,PO9**	**Repatriation** Process of re-entry Job related factors and social factors MNCs' response to repatriation Designing a repatriation program

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CO3-100%	**PO10,PO11**	**HRM in cross border strategic alliances** Mergers and Acquisitions Joint ventures
CO4-60%, CO5-40%	**PO3, PO6,PO7**	**HRM characteristics in select geographies** North America Europe People's Republic of China Korea/Japan Latin America Australia/New Zealand Africa
CO2-100%	**PO5, PO6**	**Cross Cultural Communication and Negotiation**

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		Cultural dimensions High-context and Low-context cultures Differences in cross-cultural behaviors Managing cross-cultural teams

Evaluation Timelines

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

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

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Course Code: SLHR606

Course Name: Organization Development: Diagnosis and Intervention

Course Objectives:

- To understand the importance of Change and the need to respond to the changes in the industry
- To impart the knowledge of Organization Development concepts, tools and techniques that are meant for improving the functioning of individuals, groups and organizations
- To develop the application of applied behavioral science concepts to the function of the organization

Expected Learning Outcomes:

Upon completion of this course, students are expected to:

CO1: Develop behavioral science knowledge can be used to develop organizational strategies, structures, and processes.

CO2: Cultivate a legal orientation toward the management of Human Resources and the HRM Processes

CO3: Apply employee laws while dealing with the problem related to employee and employers

CO4: Analyze the gaps between theory and practices to enhance the employee relations

Recommended Text Book:

- **Organization Development and Change by** Thomas Cummings and Christopher Worley, Cengage Publications, Dec 2013

Suggested reference books:

Organization Development: Behavioral Science Interventions for Organization Development, by Wendell L French, Cecil H Bell, --- Pearson publications.

Course outline:

CO	PO	Topic
CO1-100%, CO2-100%	PO2,PO3	Introduction to OD. Definitions, Nature of Change, Types of Change, Causes of Change and Definition of OD
CO1-100%	PO1	Historical Overview of OD • Laboratory Training, • Survey Research, • Action Research, Socio-technical systems
CO2-100%	PO3,PO4	OD Values, Beliefs and Assumptions for individuals, Groups and Organizations
CO1-100%	PO1,PO2	Models of Planned Change and General Model of Change
CO2-100%	PO1,PO2	Managing OD Process
CO3-100%	PO4,PO5	Entering and Contracting • OD Consultant – Roles and Competencies • Entering and Contracting , Role of Consultants – Styles, relation with client, entry strategies
CO3-60%, CO4-40%	PO2,PO3,PO4	Organizational Diagnosis

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		• Diagnosing the Organizations, Groups and Individual jobs • OD Interventions Overview • Characteristics of Effective Interventions
CO1-100%	PO1,PO2	Inter-Group Interventions
CO2-40%, CO3-60%	PO4,PO5	Human Resource Interventions • Performance Management • Reward Systems • Career Planning
CO2-100%	PO5,PO6	Techno-Structural Interventions • Restructuring Organizations • Down sizing • Employee Involvement • Work Redesign • Total Quality Management
CO1-100%	PO2,PO3	Strategic Interventions • Mergers and Acquisitions Strategic Alliances and Joint Ventures
CO2-30%, CO3-70%	PO4	**OrganizationTransformation**
CO2-100%	PO1,PO2,PO3	Power, Politics Dynamics, Future Directions in OD

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Evaluation Plan:

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

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Course Code: SLHR609

Course Name: Leadership Skills and Change Management

Course Objectives:

- To impart theoretical dimensions of Leadership as an essential element of managerial traits required in the current business scenario.
- To understand different styles, models of leadership generally followed in the past and present times along with external and internal influencing factors they dealt with.
- To equip the students with critical thinking abilities that facilitate the flow of changes happening across the industry to have their positive impact on company
- To manage the changes as part of Leadership style and the permutations and combinations involved in the process for better results.

Expected Learning Outcomes:

Upon the completion of the course a student is expected to:

- **CO1** Understand the basic theoretical postulates of Leadership phenomenon.
- **CO2** Examine the complexities and contradictions in the exercise of Leadership across various functional domains.
- **CO3** Follow the change phenomenon and execute the change management strategies suited to the organization with the critical thinking abilities.

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Suggested Text Books:

1. Leadership in Organization: by Gary V Yukl
2. Leading Change – by John.P.Kotter

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Course Outline:

COs%	POs	Topic

CO1 100%	PO1,PO5	Introduction: Leader & Leadership in organization
CO1 100%	PO1,PO5,PO7	The nature of Leadership, Indicators of Leadership Effectiveness,
CO1 100%	PO1,PO5,PO7	Conceptualization of Leadership Theories, Other Bases for comparing Leadership Theories
CO1 50%, CO2 50%	PO1,PO5,PO7	Managerial Traits & Skills
CO1 50%, CO2 50%	PO1,PO5,PO7	Nature of Managerial work
CO1 20% CO2 40% CO3 40%	PO1,PO5,PO7,PO9	Effective Leadership Behavior: Ohio state Leadership studies, Michigan Leadership studies , experiments on task and relations behavior
CO2 50% CO3 50%	PO1,PO5,PO7,PO9	Leadership Behavior Taxonomies, Specific Task Behavior , Specific Relations Behavior
CO2 50% CO3 50%	PO1,PO5,PO7,PO9	Participative Leadership
CO2 50% CO3 50%	PO1,PO5,PO7,PO9	Early contingency theories- LPC Contingency Model, Path-goal theory of Leadership, situational Leadership
CO2 40%, CO3 60%	PO1,PO5,PO9	Leadership substitutes theory, Multiple Linkage model, Cognitive Resources theory
CO2 40% CO3 60%	PO1,PO5,PO9, PO10	Power & Influence, Power types and sources, How Much power leader should have
CO2 40% CO3 60%	PO1,PO5,PO9,PO10	Leader-Member exchange theory, Leader attribution about subordinates, correcting performance deficiencies

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CO2 20% CO3 80%	PO1,PO5,PO9, PO10	Follower attribution and Implicit theories, Impression management, Follower contribution to leadership , Integrating roles of leader and followers
CO2 40% CO3 60%	PO1,PO5,PO9, PO10	Charismatic and Transformational Leadership
CO2 40% CO3 60%	PO1,PO5,PO9	Change Process in Organizations, Influencing Organization culture, Developing vision
CO1 20%, CO2 40%, CO3 40%	PO1,PO5,PO7,PO9	Developing vision, Procedures for developing vision
CO2 20% CO3 80%	PO1,PO5,PO7,PO9, PO10	Implementing change, Guidelines for Leading change
CO2 20% CO3 80%	PO1,PO5,PO7,PO9	Innovations and Organizational Learning
CO1 20%, CO2 40%, CO3 40%	PO1,PO5,PO9, PO10	Conception of Ethical Leadership; Dilemmas in Assessing Ethical Leadership
CO1 20% CO2 40% CO3 40%	PO1,PO5,PO9, PO10	Ethical, Servant, Spiritual and Authentic Leadership
CO2 40% CO3 60%	PO1,PO5,PO9, PO10	The Nature of teams, Determinants of Team Performance; Leadership in Teams and Decision Groups
CO2 40% CO3 60%	PO1,PO5,PO9, PO10	Leadership in Different Types of Teams, Decision Making in groups

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CO2 40% CO3 60%	PO1,PO5,PO9, PO10	Strategic Leadership, How Leaders influence organizational performance
CO2 50% CO3 50%	PO1,PO5,PO7,PO9, PO10	Constraints on Executives, Conditions Affecting the need for strategic Leadership
CO2 40% CO3 60%	PO1,PO5,PO9, PO10	How Leaders influence Organizational performance
CO2 50% CO3 50%	PO1,PO5,PO7,PO9, PO10	Conditions affecting the need for strategic Leadership Strategic Leadership by Executives
CO2 50% CO3 50%	PO1,PO5,PO7,PO9, PO10	Development of Thought Leadership: An Essential Requirement of Contemporary times. (change incorporated in the light of AOL Process findings of 2017 on Critical Thinking skills rubric)
CO2 20% CO3 80%	PO1,PO5,PO9, PO10	Special techniques of Leadership training, Learning from experience, facilitating conditions for Leadership development
CO2 50% CO3 50%	PO1,PO5,PO7,PO9, PO10	Cross-cultural Leadership, Cultural value dimensions and Leadership
CO2 20% CO3 80%	PO1,PO5,PO9, PO10	Gender and Leadership, Managing Diversity
CO2 20% CO3 80%	PO1,PO5,PO9	Overview and Integration

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Evaluation :

Component	Component Number			Weightage
Pass	1			10

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Participation				
Non Class Participation	1 (Test.1)			20 (MCQs)
Non class participation	2 (Test.2)			20 (Descriptive)
Non Class Participation	3 (Test.3)			10 (Mini Project Presentations)
End exam	At the end of the semester			40
	Total			100

Minimum Attendance for CP/NCP evaluation is: 60 % of the sessions during assessment period.

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Course Code: SHHR630

Course Name: HR Analytics

Course Objectives:

- Defining Analytics research and HR Application–Advantages of measuring HRM. Consequences of not measuring HRM, Common problems/ Obstacles with HR Analytics.
- To know about the standard HR metrics to measure various facets of HR related outputs and about indices and metrics to measure them.
- To learn practical application of concepts learned through software.

Course Outcomes (COs):

CO1 - Understanding of HR Analytics

CO2 - Application of quantitative methods

CO3 - Software Usage

Reading Material:

- **Text Book:**Essentials of Business Analytics by Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Cengage Learning Publishers.

Reference Book:

8. How to measure Human Resource Management (3rd ed.)- Fitz-Enz, J. & Davison, B. (2002), McGraw-Hill.
9. The ROI of Human Capital: Measuring the economic value of employee performance. Fitz-enz, J. (2001). Amacom publishers.
10. Discovering Statistics with SPSS. Field, A. (2005) Oxford.
11. Applying advanced analytics to HR Management decisions (2014)- James C. Sesil, Pearson

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12. Making Human Capital Analytics Work- Measuring the ROI of Human Capital Processes and Outcomes (2015)– Patricia P. Williams and Jack J. Phillips, McGraw-Hill.
13. Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. SAGE Publications India.
14. Banerjee, P., Pandey, J., and Gupta, M. (2019) Practical Applications of HR Analytics: A Step-by-Step Guide. Sage Publications India Pvt. Ltd. (pp. 1-352).

CO%	PO	TOPIC
CO1-100%	PO1, PO7	Introduction to HR Analytics
CO2-100%	PO1, PO7, PO9	Introduction to HR Metrics
CO3-100%	PO1, PO7, PO9, PO11	Descriptive analytics
CO2-100%	PO7, PO9, PO11	Tools and Techniques I
CO2-20% CO3-80%	PO7, PO9, PO11	Tools and Techniques II
CO3-100%	PO7, PO9, PO11	Tools and Techniques III
CO3-100%	PO7, PO9, PO11	Tools and Techniques IV
CO3-100%	PO7, PO9, PO11	Tools and Techniques V

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test I	2			**10**
Test II	3			**20**

Project report	4			**20**
End exam	At the end of the semester			**40**
	Total			**100**

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Course Code:SHHR625

Course Name: Managerial Psychology

Course Outcomes (COs):

It is expected that at the end of the course, the student will have developed the following:

CO1-Understanding of the dynamics of personal and organizational performance through insights from the field of managerial psychology.

CO2-Critically understanding and evaluating the factors that influence effective and ineffective decision making and the application of these factors to business decisions;

CO3-Application of psychological principles and knowledge in the areas of recruitment & selection, training & development, performance appraisal, rewards, retention, conflict resolution, communication, coaching etc.

CO%	PO	Topic/Area Covered
CO1-100%	PO1	Introduction to Managerial Psychology
CO2-100%	PO1, PO7	Personal effectiveness: Dimensions of personal effectiveness, understanding one's personal effectiveness, increasing personal effectiveness
CO2-100%	PO1, PO7, PO10	Managerial styles: analysis of different managerial styles and how these may affect others, and the way in which they interact or work towards organizational objectives; Examining individual managerial styles and action for improvement
CO2-100%	PO1, PO7,	Role efficacy: Concept of role and role efficacy, Increasing role efficacy
CO3-100%	PO1, PO7,	Cognitive style: Psychological types, Basic

		preferences, where you find them at work, working with the types
CO2-100%	PO1, PO7, PO10	Leadership style, understanding one's leadership style, Development level of teams, Matching leadership styles to the team's development level, Raising team's development level, Enhancing leadership
CO2-100%	PO1, PO7, PO4, PO10	Emotions and Managerial effectiveness
CO3-100%	PO1, PO7, PO4, PO9, PO10	The manager as a decision-maker: Psychological models of managerial decision-making, Irrational decision making
CO3-100%	PO1, PO7, PO10	Assessing people: The evaluation process, formal methods of evaluation, day to day assessment of people, role of intuition
CO3-100%	PO1, PO7, PO4, PO10	Influencing other people: Influence and motivation, emotion, authority, power tactics, manipulation, collaborative models
CO3-100%	PO1, PO7, PO4, PO10	Group decisions, group pressure and the individual, Communication nets, taking groups seriously: designing organizations around small groups
CO3-100%	PO1, PO7, PO9, PO10	Managing the organization: The Managing process, the volatile organization, organizational missions and strategies, managing people in large numbers
CO3-100%	PO1, PO7, PO9, PO10	The changing organizational environment

Evaluation Timelines

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

Component	Component Number	Weightage
Class Participation	1	10
Class Participation	2	10
Class Participation	3	10
Non Class Participation	1	10
Non class participation	2	10
Non Class Participation	3	10
End exam	40	
Total	100	

Class Textbooks:

Compilation of readings from several books

Recommended readings:

1. Bahrami, Leavitt, Managerial Psychology: Managing Behavior in Organizations, 5th Ed., U. Chicago, 1988
2. Leavitt, Pondy, Boje, Readings in Managerial Psychology, 4th edition, University of Chicago, 1988
3. Cialdini, Robert B. Influence: Science and Practice. 4th ed. Boston, MA: Allyn and Bacon, 2000.
4. Pareek, U., & Purohit, S. (2010). Training instruments in human resource development and OD (3rd ed.). New Dehli: Tata McGraw Hill.

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5. Haslam, S. A. (2002). Psychology in organization; Sage Publication: Thousand Oaks.
6. Dan Ariely, Predictably Irrational (2008; repr., New York: HarperCollins, 2010)
7. Kahneman, Daniel, Thinking, fast and slow (Macmillan, 2011).

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Course Code: SLHR613

Course Name: Corporate Communication

Objectives of the Course

1. At the end of the course, the students will understand how the companies control their public image and craft a consistent corporate voice
2. To know that communication has extended its responsibility beyond traditional areas like media and technology
3. To keep a track of larger social, political, economic and cultural environment in which companies conduct business
4. To understand the impact of managing government and community relations on business reputation and strategy goals

Course Learning Outcomes:

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

CO1- be proficient in the various nuances of the working of the corporate with respect to corporate relations with the stake-holders

CO2- handle the media relations effectively and project a positive image of the corporate by maintaining government and community relations

Text and Reference Books	Author/ publication
Corporate Communications – A 21st century primer	Joseph Fernandez, Response books, a division of Sage publications
Corporate communication – A guide to	Joep Cornelissen, 3rd edition, Sage

theory & practice	Publications
Management communication – a case analysis approach	James S O'Rourke IV, 4th edition Pearson
The power of Corporate Communication	Paul A Argenti and Janis Forman, McGraw Hill

Course outline:

CO	PO	Topic
CO1-100%	PO1	**Corporate communication** – A **brand new world** a. Roots/ history of corporate communication b. Difference between marketing communication and corporate communication c. Corporate Communication wheel and corporate communication tree d. Corporate Communication Mix e. Tools of corporate communication f. Responsibilities of a CC Manager
CO2-100%	PO2,PO3	2. **Strategic Communication:** Internal and External, Oral and written a. Speech writing b. Stakeholders –how companies promote the pursuit of excellence for employee care, Government, Suppliers, Banks, Customers, Investors, Society c. Improving identity, image and reputation from vision to reality d. Investor relations – enhancing your company's health and wealth e. Technology driven oral communication – Vodcasts, podcasts

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		f. Government relations and corporate philanthropy g. Blogs, Email, twitter, facebook, website management
CO1-100%	PO4,PO7	**Media and Public Relations** a. Concepts, Structure, Practices & Strategic PR b. PR Practices-Planning & Execution c. Strategic use of Media for Corporate Communication d. Traditional vs new media e. New Product Launches f. Press Releases g. Fragmentation of mass media, development of new media and technology to create communication trends h. Company profiling i. Current trends, counseling, responsibilities of PR Manager, models of PR j. Issues management and conflict resolution k. Etiquettes in Social Media l. Corporate response to negative news\feedback

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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.

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Component	Component Number			Weightage
Test 1	1			**10**

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

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Course Code: SLIT609

Course Name: Business Intelligence & Analytics

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

The course will be covered using R, SPSS and SAS

Course Learning Outcomes:

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

CO1	This course gives an introduction to the field of business intelligence along with business analytics, which extensively use data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to take decisions and actions.
CO2	It includes meaning and use of various business modeling techniques like Predictive, Clustering and Association techniques.
CO3	Text and web mining methods are also discussed along with the application of data mining techniques to business decision making situations

Recommended Text Book:

Data Mining Techniques For Marketing, Sales and Customer Relationship Management, Gordon S. Linoff and Micheal J A Berry, Wiley Third Edition

Suggested reference books:

1) GAlitSchmueli, Nitin R Patel, Peter C Bruce "Data Mining for Business Intelligence-Concepts, Techniques and Applications in Microsoft Office Excel with XL Miner" Wiley India, 2011
2) E. Turban, R. Sharda, J. Aronson, and D. King, "Business Intelligence: A Managerial Approach", Pearson Prentice Hall, 2008. (Chapters 1-6).
3) E. Turban, J. E. Aronson, T. Liang and R. Sharda, "Decision Support and Business Intelligence Systems", Pearson Prentice Hall, 2010, 8th Edition (Chapter 6).

Course Outline:

CO	PO	Topic & Case
CO3=100%	PO7	Introduction to Data warehouse Concepts of data warehouse, Need for a data warehouse. https://www.youtube.com/watch?v=f_m1aj-PzVo
CO3=100%	PO7	Introduction to data mining https://www.youtube.com/watch?v=p5jD5clrIhQ
CO3=100%	PO7	Data Mining Process https://www.youtube.com/watch?v=p5jD5clrIhQ
CO1=100%	PO11	Business Analytics https://www.youtube.com/watch?v=9IIgN0hNtgk
CO1=20% CO2=80%	PO11	Description and Prediction Directed Data mining models, Profiling and Predictive modeling
CO3=100%	PO11	Data mining classical Statistical techniques NPTEL links Mod-01 Lec-17 Multivariate Econometric Modelling - 2 Linear Regression, Multiple Regression, Logistic Regression

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		Mod-01 Lec-20 Multicollinearity Problem – 2 Mod-01 Lec-22 Autocorrelation Problem – 2 Mod-01 Lec-24 Heteroscedasticity Problem -2 Mod-01 Lec-26 Dummy Modelling- 2 Mod-01 Lec-28 LOGIT and PROBIT Model -2
CO1=100%	PO7	Market Basket Analysis and Association Rules https://www.youtube.com/watch?v=lCBF64PXiU4
CO2=100%	PO11	Decision Trees Classification. Classification by Decision Tree Induction https://www.youtube.com/watch?v=odAXDAGIX5U
CO2 =100%	PO11	Cluster Analysis Introduction to Cluster Analysis Difference between Cluster Analysis and Classification Need for Clustering Data. Cluster Analysis Methods K-means Clustering, Hierarchical Clustering https://www.youtube.com/watch?v=yZrYEQ0E8UU
CO3 = 100%	PO11	Artificial Neural Networks Neuron, concepts training neural networks https://video.sas.com/detail/video/6001747359001/time-series-forecasting-with-recurrent-neural-networks
		Test 3: Project evaluation (10 Marks)

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Expectations from Students

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

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

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

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

p. Wherever applicable, group assignments require each student to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.

q. Formal dressing is suggested for all students. Do not roam in the academic area/ attend classes in chappals / shorts / informal t shirts

r. Students are expected to show high regard and appreciation for in class discipline and desist from using mobile phones. This disturbs the class ambience and unnecessarily diverts attention of other students as well as the faculty member.

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

t. Attendance is compulsory in all sessions. However refer to guidelines in your academic handbook for exceptions.

Evaluation Timelines

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

Component	Component Number			Weightage
Class Participation	1			**10**
Test	1			**20**

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Test	2			**20**
Test / Project	3			**10**
End exam	end semester			**40**
	Total			**100**

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Course Code: SLIT610

Course Name: Business Analysis

Course Objectives: The course is designed to prepare the students to make a career of "Business Analyst". This course is all about managing the client requirements to execute any project. To execute the project inside organization according to client's requirement, the Business Analyst needs to gather and manage the requirements with the help of certain tools. These tools give better representation of client's functional and non-functional requirements to project team. This course discusses about various Business Analysis Techniques to understand Business Systems and shows efficient ways to manage requirements.

Course Learning Outcomes:

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

- Understand the significance of Business Analysis and various Business Analysis Techniques.
- Understand the different knowledge areas and techniques used in Business Analysis.
- To realize the challenges in current trends of managing business processes for Information System and Software development.

Recommended Textbook:

- **The Business Analyst's Handbook,** Howard Podeswa, PHI Course Technology, Cengage Learning, New Delhi, 2009.

Suggested reference books:

1. A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) Version 2.0, Kevin Brennan, International Institute of Business Analysis, 2009.
2. Business Analysis – Visualizing Business Processes and Effective Software Solutions, Pradeep Hari Pendse – PHI Learning.
3. UML For The IT Business Analyst, Howard Podeswa, Course technology, Cengage learning

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4. Business Analysis Techniques: 72 Essential Tools for success, James Cadle, Debra Paul, Turner, BISL publication, UK.
5. Seven Steps to Mastering Business Analysis, Barbara A. Carkenor, J. ROSS Publishing, USA.
6. Business Analysis, Pradeep Hari Pendse, PHI publications.
7. Business Analysis, Debra Paul, Donald Yeates, James Cadle, BCS Publication, UK.
8. The Basics of Process Mapping, 2nd Edition, Robert Damelio, CRC press.
9. Getting It Right: Business Requirement Analysis, Kathleen B. Hass, Don Wessels and Kevin Brennan, Management concepts
10. The Software Requirements Memory Jogger: A Pocket Guide to Help Software And Business, Teams Develop And Manage Requirements (Memory Jogger) GOAL, QPC, USA

Course Outline

CO%	PO	Topic & Case
CO1 100%	PO2, PO3, PO8, PO11	Concept: Introduction to the course, Business Analyst -Who, What, Why? Skills of Business Analyst. Careers in BA. Business Analysis Framework.
CO1 50%, CO2 50%	PO2	Concept: What is Requirement? Business Requirements Vs System Requirements. Types of Requirements, Characteristics of Requirements. How to Represent Requirements. Rules to write Good Requirements. Case: Rack and Pinion Software Solutions System Development-ICMR
CO1 60%, CO2 40%	PO2, PO5, PO8	Concept: Business Analysis Planning – Planning BA, Conduct Stakeholder Analysis, Plan BA Activities, communications, requirements management, BA performance
CO1 40%, CO2	PO1, PO2	Concept: Strategy analysis - External Business

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30%, CO3 30%		Environment, Internal Capability, Organizational Modeling, Business Process Analysis, Managing the change. Case: **F-Secure Corporation: Software as a Service (SaaS) in the Security Solutions - HBS-809099-PDF-ENG**
CO1 50% CO2 50%	PO1, PO2, PO9	Concept: Planning for the meeting, Review Meeting, Meeting Objective: (Identify opportunity & Challenges, Identify stakeholders & Interest, identify impact on Business services & processes, Analyze risk, Requirement management set up &Planning, Defining workflow for end-end Business processes, Describes users, identify user tasks). Case: The Apple way of conducting Meetings - ICMR
CO1 50% CO2 50%	PO1, PO2, PO3, PO9	Concept: Brainstorming, Business Rules Analysis, Data Dictionary and Glossary, Data Flow Diagrams, Data Modeling
CO1 20%, CO2 50%, CO3 30%	PO1, PO2, PO8	Concept: Business need, Gap analysis, set up business case, develop solution(s), Analysis of proposed solution, identify transition requirements, assess transition gaps, evaluate solution performance
CO1 40% CO2 40% CO3 20%	PO1, PO2, PO3, PO9	Indicators, Observation, Organization Modeling, Problem Tracking, Process Modeling, Prototyping, Requirements
CO1 70%	PO1, PO2, PO3, PO9	Concept: Requirement– solution scope, requirements traceability, reusable components,

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CO2 30%		requirements articulation and approval, requirements prioritization, verification and validation
CO1 40% CO2 30% CO3 30%	PO1, PO2, PO8	Concept: Decision Analysis, Document Analysis, Estimation, Focus Groups, Functional Decomposition, Interface Analysis, Interviews, Lessons Learned Process, Metrics and Key Performance Indicators, Observation, Organization Modeling, Problem Tracking, Process Modeling, Prototyping, Requirements Workshops, Root Cause Analysis. Case: Deaconess-Glover Hospital – HBS – 9-601-022 **Case:** How Venture Capitalists Evaluate Potential Venture Opportunities -HBS – 9-805-019 (Removed)
CO1 50% CO2 50%	PO1, PO2, PO9	Concept: Scenarios and Use Cases, Scope Modeling, Structured Walkthrough, Survey/Questionnaire, SWOT Analysis, Vendor Assessment. Risk analysis, Case: JP Morgan Private Bank: Risk Management during the Financial Crisis 2008-2009 – HBS – 9-311-003-PDF-ENG (Added)
CO1 30%, CO2 60%	PO1, PO2, PO8	Concept: Business Process Reengineering and its relationship with Business Analysis Case: Cigna Corporation Inc. – Managing and Institutionalizing Business Reengineering – HBS-9-195-097

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CO1 60% CO2 40%	PO1, PO2, PO9	Concept: Business Analysis issues in ERP implementation Case: Cisco Systems Inc.- HBS– 9-699-022
CO1 20%, CO2 50%, CO3 30%	PO1, PO2, PO8	Concept: Software Estimation models – COCOMO II, Function Point Analysis
CO1 40%, CO2 40%, CO3 20%	PO1, PO2, PO3, PO9	Business Process Reengineering and its relationship with Business Analysis
CO1 70% CO2 30%	PO1, PO2, PO3, PO9	Concept: CMMI in the context of Business Analysis Case: CMM versus Agile: Methodology Wars in Software Development – HBS 607084-
CO140% CO2 30% CO3 30%	PO1, PO2, PO8	Business Process Reengineering and its relationship with Business Analysis

Evaluation Timelines

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

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

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Course Code: SHOM601

Course Name: Supply Chain Analytics

Course Description:

Recent developments in information and communication have led to the rapid increase of data-driven decision making. Supply chain analytics has become one of the fastest growing business intelligence application areas. The topics covered in this course include supplier analytics, sales and operations planning, location analysis and network management, demand-supply matching, inventory management and sourcing. The primary goal of the course is to familiarize the students with tactical and strategic issues surrounding the design and operation of supply chains, to develop supply chain analytical skills for solving real life problems, and to teach students a wide range of methods and tools -in the areas of predictive, descriptive and prescriptive analytics- to efficiently manage demand and supply networks.

Course Learning Outcomes:

CO1: Define supply chain and its management. Define data and data analytics.

CO2: Discuss and identify the key goals and performance drivers of the supply chain. Also, define the key supply chain performance metrics.

CO3: Data mining of procurement and vendor data. Analyze the data and make appropriate sourcing decisions.

CO4: Analyze sales data and make production and inventory decisions.

CO5: Develop supply chain network design models. Use excel solver to solve optimization models pertaining to location and other network related decisions.

CO6: Discuss waiting line concept and its application in supply chain design.

CO7: Discuss various statistical tools used in supply chain planning.

CO8: Discuss importance of information in supply chain coordination and collaboration.

Recommended Text Book:

- Chopra S. and Meindl P. (2012). Supply Chain Management: Strategy, Planning and Operation, 5th Edition, Pearson Education, USA.

- Feigin G. (2011). Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA.

Course Outline:

CO	PO	TOPIC
CO1-100%	PO1,PO2	Introduction
CO2-100%	PO1,PO2	Performance Metrics
CO2-50%, CO3-50%	PO2	Inventory Management
CO3-100%	PO1,PO5	Waiting lines in supply chain
CO3-70%, CO4-30%	PO2,PO3	Supply chain network design

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CO2-100%	PO5	Sales and Operations
CO5-50%,CO6-50%	PO2,PO3	Planning
CO6-50%, CO8-50%	PO1,PO2	collaboration in supply chains
CO6-50%, CO7-50%	PO5,PO6	Demand Forecasting
CO7-100%	PO3	Use of statistical tools in supply chain planning

Evaluation Timelines

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

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

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Course Code: SLOM607

Course Name: Project Management

Course Objectives: In this comprehensive course, you will learn the fundamentals of project management: how to initiate, plan, and execute a project that meets objectives and satisfies stakeholders. This course helps students to explore relevant frameworks, methodologies, techniques and tools that can help in planning, organizing, motivating and controlling processes, material and human resources. Project Management is therefore an art. It is also a science as it provides a systematic approach that enables and supports the art.

Project Management is an essential part of managerial art. To that extent what counts for success in managing projects is a combination of experience and improvisation. Most projects are complex and frequently the resources required for completion within the required time and scope is in flux. The use of frameworks assist the project manager/(s) and his/her team to provide a structure and a system that will bring order to plan, implement and track projects. You will discover the approaches and techniques that make project managers successful, covering topics such as:

- Analyzing stakeholders
- Defining expectations
- Defining project deliverables
- Analyzing scope
- Developing schedules
- Mitigating risk
- Contingency planning
- Establishing and applying effective change controls
- Performance reporting
- Communicating status to project stakeholders

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CO1	• Develop understanding about managing projects and structure of

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	project lifecycle.
CO2	• Become aware of the applications of various frameworks, methodologies and techniques while structuring and executing projects.
CO3	• Explain the approaches adopted in each phase of a project life cycle.
CO4	• Apply the understanding of various techniques to solve numeric problems of project management.

Course Learning Outcomes:

At the end of the course a student is expected acquire conceptual understanding necessary to manage projects.

Recommended Text Book:

- Project management: The managerial process; 6th Ed, Clifford Gray , Eric Larson, Guatamdesai McGraw Hill.

Suggested reference books:

- Project Management for Engineering, Business, and Technology: Principles & Practice, John M. Nicholas & Herman Steyn, 4th Edition, Routledge

Course Outline:

PROJECT MANAGEMENT COURSE (SL OM 607)

CO	PO	Topic
CO1=100%	PO1	Introduction to Project Management, Project Life

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		Cycle Concept The Project Management System, Methodologies & Systems Development Cycle **UIDAI's AADHAAR Project : challenges Ahead (IBS Case PROM013)** **Teradyne Corporation: The Jaguar Project (HBS Case)**
CO1=100%	PO1	Systems Life Cycle, Systems Development Cycle, Project Conception, Project Definition The Milau Viaduct Project: Creating an Engineering Marvel (ICMR Case) Grosvenor Park (HBS Case)
CO1=20% CO2=80%	PO8	Project Planning Delhi Metro Rail Project (ICMR CASE)
CO2=100%	PO8, PO11	Project Planning Bamboo Houses India: reducing Uncertainty in project Completion Using PERT (IBS Case OPM0029)
CO2=100%	PO7	Project Time-Cost

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		Relationships Reynolds Construction Company (HBS Case)
CO2=100%	PO7	Project Scheduling **Scheduling a Time Constrained Project by Smoothing Resources Demand** **(ICMR Case)**
CO2=100%	PO1,PO7	Cost Estimating & Budgeting, Life Cycle Costs
CO2=100%	PO1	Managing Risks in Projects, Project Appraisal Methods BAE Automated Systems (A) Denver International Airport Baggage Handling System (HBS Case) GMR's Terminal 3 for Delhi Airport (ICMR Case)
CO1=30% CO2=70%	PO7	Project Quality & Safety Management The Burj Dubai Project Ceiling Panel Collapse in the Big Dig Project(textbook)
CO2=100%	PO7	Project Execution, Monitoring & Control Turner Construction

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		Company (HBS Case)
CO2=100%	PO1	Project Organization Structure & Integration The Atek PC Project Management Office (HBS Case) Merger Integration of Bank of America – The Trust Web Project (HBS Case)
CO4=100%	PO3	Managing Participation, Teamwork & Conflict Salt Lake Organizing Committee: 2002 Olympic (HBS Case)

Evaluation Timelines

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

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

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Course Code: SHOP461

Course Name: Supply Chain Management

Course Objectives:

- To understand the nature of supply chains and trace the historical perspective, leading to their development and growth.
- To discuss the goal of supply chain and explain the impact of supply chain decisions on the success of a firm.

Course Learning Outcomes:

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

- **CO1** Understand the significance of Logistics and supply chain management.
- **CO2** Understand, appraise and integrate the supply chain
- **CO3** Understand how logistics play an important role in redefining value chain excellence of firm.
- **CO4** Develop Analytical & Critical understanding,& skills for planning, designing and operation of the supply chain
- **CO5** Understand firm can achieve competitive advantage through supply chain & Logistics excellence

Recommended Text Book:

- Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra, Peter Meindl and Dharam Vir Kalra, 6th Edition, Pearson Education, Delhi

Suggested reference books:

- Designing and Managing the supply Chain, Simchi Levi, David Simchi Levi, Philip, 3rd Edition, McGraw Hill International edition.
- Exploring the Supply Chain theory and Practice, Upendra Kachru, 1st Editon, Excel Books New Delhi.

Course Outline:

COs%	POs	Topic & Case
CO1 100%	PO1,PO7	Concept: **Introduction to supply chain management** **Case:** Rapid Fire Fulfillment at Zara (HBR R0411G) Case : Supply ChainManagement of Pepsi Co (ICMR case, code : Oper 102)
CO1 20% CO2 80%	PO1,PO5	Concept: **Supply chain performance: Achieving strategic fit; Supply chain drivers and metrics** Case: Benetton's India Logistic Management (ICMR)
CO2 30% CO3 70%	PO1,PO4,PO9	Concept: **Designing distribution network and application to online sales** Case: Wal-Mart SupplyChain Practices (OPER 020)
CO2 40% CO3 60%	PO1,PO7	Concept: **Network design in the supply chain** . Case: Domino India Logistics Management (ICMR case :OPER 005)
		Concept: **Designing global supply chain networks** Case: IKEA's Global sourcing Challenge: Indian Rugs and Child labor (HBS Case 9-906-414) Carrefour-Managing the Global Supply Chains ICMR Case (OPER/033)
CO2 50% CO3	PO1,PO9	Concept: **Demand forecasting and Aggregate planning in a supply chain**

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50%		• Speciality Packaging Corporation • Kloss Planters and Harvesters
		Concept: **Sales and operations planning** • Case: Supply Chain Management in L&T ICMR Case (OPERA 045)
CO2 50% CO3 50%	PO1,PO9	Concept: **Co ordination in a supply chain and Supply chain integration** Case: The Bullwhip effect in Supply Chains (HBS Case SMR 029) Quantum corporation: e supply chainGroup (HBS Case 9-601-099)
CO3 50% CO4 50%	PO1,PO7,PO9	Concept: **Managing economies of scale in a supply chain: Cycle inventory** Case: Delivery Strategy at MoonChem
		Managing uncertainty in a supply chain: Safety inventory Case : Sport Obermeyer Ltd (HBS case 9-695-022)
CO3 50% CO4 50%	PO1,PO9	Concept: **Determining the optimal level of product availability** Case: The Need for Speed at Winner Apparel
CO3 20% CO4 80%	PO1,PO7,PO9	Concept: **Sourcing decision in a supply chain** Case: • Exl plc Supply ChainManagement at Haus Mart (HBS Case 9-605-080)
CO3	PO1,PO9	Concept: **Pricing and revenue management in a**

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10% CO4 90%		**supply chain** Case: CISCO Implementation of ERP (HBS Case 9-699
CO4 50% CO5 50%	PO1,PO9	**Concept: Sustainability and the supply chain** Case: Sustainable Supply Chains: Indian Efforts
CO4 30% CO5 70%	PO1,PO9	Concept: **Information Technology in a Supply Chain** Case :Flipkart's move towards automated supply chain management ICMR case code : OPER 127)
		Test-3

EVALUATION

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

Sl. No.	Components	Weightage
1	Class Participation - 1	10%
2	Class Participation - 2	10%
3	Class Participation - 3	10%
4	NCP - 1	10%
5	NCP-II	10%
6	NCP-III	10%
7	End-Term Exam	40%

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