

MBA Program Syllabus

Class of 2018



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Preface

This book contains of program structure and detailed course syllabus.

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1. Program Structure

The Structure of the MBA Program is given in the Table. The MBA Program comprises of 28 courses (20 Compulsory Courses and 8 Elective

Courses), Summer Internship Program and one course on Soft Skills. These courses are spread over four semesters.

Code	Course Title	Credits
Semester I		
SL MM 501	Marketing Management	3
SL RM 501	Quantitative Methods	3
SL FI 501	Financial Management	3
SL HR 501	Organizational Behavior	3
SL EC 501	Managerial Economics	3
SL IT 501	Information Systems for Managers	3
SL AC 501	Accounting for Managers	3
SL MS 501	Business Communication	3
Semester II		
SL MM 502	Advanced Marketing Management	3
SL FI 502	Advanced Financial Management	3
SL OP 502	Operations Management	3
SL HR 502	Human Resource Management	3
SL EC 502	Macroeconomics & Business Environment	3
SL RM 502	Business Research Methods	3
SL BA 502	Introduction to Business Analytics	3
SL GM 502	Management Accounting & Control	3
SL MS 502	Personal Effectiveness Management	3
FL IP 500	Summer Internship Program	18
Semester III		
SL GM 601	Legal Environment of Business	3
SL GM 611	Strategic Management	4
	Elective I	3
	Elective II	3
	Elective III	3
	Elective IV	3
SL MS 601	Soft Skills	4
Semester IV		
SL GM 602	Business Ethics and Corporate Governance	3
	Elective V	3
	Elective VI	3
	Elective VII	3
	Elective VIII	3
Total Number of Credits		107

NOTE: The syllabus for the courses is subject to change by the institution.

2. Detailed Syllabus

Marketing Management

Course Code : SL MM 501
 Credit : 3

Sessions : 30
 Semester : I

Objective

To provide students with basic concepts and practices of modern marketing, and provide a framework to help them to understand advanced topics and specialized electives in marketing.

TEXT BOOK for Distribution	AUTHOR / PUBLICATION
Marketing Management - A South Asian Perspective, 14 th Edition, 2013	Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Pearson Prentice Hall
REFERENCE BOOKS	AUTHOR / PUBLICATION
Marketing Management – 4 th Edition	V Ramasamy & Namkumari
Marketing – Asian Edition, 2013	Paul Baines, Chris Fill, Kelly Page, Piyush K Sinha, Oxford University Press

Detailed Syllabus

Introduction: Definition of Marketing, Marketplace and Customer Needs, Customer-Driven Marketing Strategy, Marketing Myopia, Marketing Plan, Building Customer Relationships Marketing, Challenges for 21st century (*Chapter 1*)

Marketing Environment: Micro Environment, - Macro Environment, - Global Environment, Responding to the Environment (*Chapter 3*)

Strategic Planning & Marketing Process: Company wise strategic planning, Marketing strategy and marketing mix, managing the marketing effort (*Chapter 2*)

Consumer Markets and Consumer Buyer Behavior: Model of Consumer Behavior, Factors Affecting Consumer Behavior, Types of Buying Behavior, Buyer Decision Process for New Products, (*Chapter 5*)

Customer-Driven Marketing Strategy: Market Segmentation and Targeting, Differentiation and Positioning – Frame of Reference, Points of Parity and Difference, Mass Customization (*Chapter 7*)

Products, Services and Brands: Product, Service and Brand decisions, Product Life Cycle Strategies Shortened PLC: New Product Development Strategy and Process, Co-Creation, Leapfrogging (*Chapter 9, Chapter 10, Chapter 11, Chapter 12, Chapter 19*)

Pricing Decisions: Concept of Price, Factors to Consider When Setting Prices, New Product Pricing Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Price Changes, Ease of Price and Product Comparisons because of Technology, Yield Pricing, Dynamic Nature of Pricing (*Chapter 13*)

Channel Decisions- Distribution, Retailing & Wholesaling Marketing Channels – Nature, Importance and Value Delivery, Channel Organization, Channel Design and Channel Conflict Decisions, Marketing Logistics and Supply Chain Management, Wholesaling, Retailing, Disintermediation, Role of Distribution in the Digital Era, E-tailing and its Advantages (*Chapter 14 and Chapter 15*)

Integrated Marketing Communications: The Promotion Mix, Communication Process, Steps in Developing Marketing Communication, Promotion Budget (*Chapter 16*)

Advertising, Sales Promotion and Public Relations: Including Combining One-to-One and One-to-Many Mapping Due to Technology, Reducing Role of Traditional Media (*Chapter 17*)

Personal Selling and Sales Force Management (*Second half of Chapter 18*)

Faculty can discuss other contemporary case as suggested by CDC before the start of the Semester.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	2
Marketing Environment	2
Strategic Planning & Marketing Process	2
Consumer Markets and Consumer Buying Behavior	3
Customer Driven Marketing Strategy (Segmenting, Targeting, Differentiation, Positioning)	6
Products, Services and Brands, New Product Development and Product Life Cycle Strategies	6
Pricing Decisions	2
Channel Decisions- Distribution, Retailing & Wholesaling	3
Integrated Marketing Communications	4
Total	30

Quantitative Methods

Course Code : SL RM 501
 Credit : 3

Sessions : 30
 Semester : I

Objective

To equip students with the essential concepts, tools and techniques necessary for robust managerial decision making.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Quantitative Methods	ICFAI
Statistics for Management	Richard I. Levin, David S. Rubin - Prentice-Hall of India Private Limited, New Delhi.
Quantitative Techniques for Management Decisions	U K Srivastava, G V Shenoy and S C Sharma – New Age International, New Delhi
Quantitative Methods for Business	David R Anderson, Dennis J Sweeny and Thomas A Williams Thomson Learning, New Delhi
Business Statistics	David M Levine, Timothy C Krehbiel and Mark L Berenson. Pearson Education. Delhi. 2004
Quantitative Analysis for Management	Barry Render and Ralph M Stair. Prentice Hall. New Delhi 2002

Detailed Syllabus

Basic concepts of scales of measurement-
 Nominal, ordinal, interval, and ratio scales.
 Review of central tendencies dispersion.

Probability and Probability Distributions:
 Basic Concepts of Probability: Addition theorem, Multiplication theorem, Bayes' theorem, Random Variables, Expected Value, Binomial, Poisson and Normal Distributions

Sampling and Sampling Distributions:
 Population and Samples, Parameters and Statistics, Types of Sampling: Simple Random, Stratified, Systematic and Cluster Sampling, Sampling Distributions, Standard Errors, Sampling from Normal and Non-normal

Populations, Central Limit Theorem, Finite Population Multiplier

Estimation: Point and Interval Estimation, Estimator and Estimates, Confidence Intervals, Interval Estimates of Mean and Proportion from Large Samples, Interval Estimation Using t Distribution, Sample Size for Estimating Means and Proportions

Testing of Hypotheses: Basic Concepts, Type I and Type II Errors, One Tailed and Two Tailed Tests, One Sample Tests, Hypothesis Testing of Means when Population Standard Deviation is Known and when Unknown, Hypothesis Testing of Proportions for Large Samples. Two Sample Tests for Equality of Means for Large

and Small Samples, Equality of Means for Dependant Samples, Difference between Proportions for Large Samples.

Chi-Square: Chi Square Test of Independence. and Goodness of fit. .

Analysis of Variance (One Way Anova): Test for Equality of Means. Inference about a population variance and about two population variances.

Bivariate analysis: Bivariate correlation and regression, Coefficient of determination, assumptions in the regression model, tests of significance for the correlation and regression coefficients.

Time Series Analysis: Components of Time Series, Trend Analysis- Moving Average, Fitting linear and second degree trends, Seasonal Variation (Computing using Ratio to Trend Method), Cyclical Variation. Irregular Variation, Problems involving all four Components of Time Series.

Decision Trees: Decision Tree Analysis- Expected value under risk, under perfect information, and under sample information.

Linear Programming, Transportation and Assignment problems: Formulating Linear Programming Problems, Graphical approach, Formulation of Transportation and Assignment problems, Solutions using Excel solver and other softwares.

Cases

- ICICI Bank’s “Get up to 100% Cash Back offer”
- Real Foods
- Solnyx Pharmaceuticals: The Atoxeril Clinical Trial

- Care Hygiene
- Hindustan Foods
- Roja Silks
- Ram Publishers
- Alexander Machine Company
- Best Fibre
- Lakshmi Engines

(Source: Case Studies in Management Volume VI)

Exercises

Students will be given exercises to be solved using SPSS/EXCEL Software.

Suggested Schedule of Sessions

Topic	No. of Sessions
Scales of Measurement, Review of central tendencies dispersion.	2
Probability and Probability Distributions	4
Sampling and Sampling Distribution	3
Estimation	2
Testing hypothesis	4
Chi- Square	2
Analysis of Variance	2
Bivariate Correlation and Regression	2
Time Series Analysis	3
Decision Trees	2
Linear Programming, Transportation and Assignment Problems	4
Total	30

Financial Management

Course Code : SL FI 501
Credit : 3

Sessions : 30
Semester : I

AIM

To gain an understanding of basic functions of finance and its interface with other functional areas. To familiarize students with finance markets and instruments, develop working knowledge of fundamental tools and apply them in investment and financing decisions.

TEXT BOOK	AUTHOR / PUBLICATION
Financial Management: Theory and Practice, Latest Edition	Chandra Prasanna, Tata McGraw-Hill - 2004
REFERENCE BOOKS	AUTHOR / PUBLICATION
Financial Management	Pandey I M, Vikas Publishing House Pvt Ltd
Financial Management and Policy, 12 th e	Van Horne, James C. Prentice Hall - 2001
Financial Management , 7 th e	Ravi M. Kishore. Taxmann's - 2009
Financial Management: Text & Problems	Khan, M Y / Jain, P K. Tata McGraw-Hill
Financial Management	Ross Westerfield
Financial Management	Sheeba Kapil

Detailed Syllabus

Introduction to Financial Management:

Objectives - Functions and Scope - Evolution - Interface of Financial Management with Other Functional Areas - Environment of Corporate Finance.

Overview of Financial Markets: Financial Markets - Functions and Classifications of Financial Markets – Introduction to Money Market - Forex Market - Government Securities Market- Primary & Secondary market for G.sec, Call money market: Money Market, Treasury Bill Market, Commercial Paper and Certificate of Deposits, Discount and Finance House of India, Corporate Debt market Recent Developments. -Capital Market - Derivatives

Market - International Capital Markets – Participants.

Primary Markets and Secondary Markets:

Procedural Aspects of Primary Issues - Pre-Issues Decision Making - SEBI Guidelines for Public Issues – IPO -Pricing and Timing of Public Issues - Pre-Issue Management – Regulatory aspects -Advertising and Marketing, Post-Issue Management - Rights Issues, Scope, management of debt and equity, corporate advisory services, project advisory services, loan syndication, venture financing, private equity, M&A, financial engineering, structural analysis of investment banking industry

Sources and Raising of Long-Term Finance:

Introduction to Equity Capital and Preference

Capital - Debenture Capital - Initial Public Offering, Public issue by listed companies, Rights Issue, Preferential allotment, Private placement, Term Loans, Venture Capital. Term Loans and Deferred Credit - Government Subsidies - Leasing and Hire - Purchase - Emerging sources of finance – (Private Equity, FDI, FCCB).

Raising finance from international markets – Intermediaries, euro-dollar market, Instrument-ADR/GDR, FCCB, ECB-Regulatory aspects

Introduction to Risk and Return: Risk and Return Concepts - Risk in a Portfolio Context - Relationship Between Risk and Return -CAPM and Dividend Capitalization Model.

Time Value of Money: Introduction - Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of A Single Cash Flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity.

Valuation of Securities: Concept of Valuation - Bond Valuation - Equity Valuation: Dividend Capitalization Approach and Ratio Approach.

Cost of Capital: Concept and Importance - Cost of debenture - Term loans - Equity capital and retained earnings - Calculation of Weighted Average Cost of Capital - Weighted Marginal Cost of Capital Schedule.

Cases and Exercises

- Unilever limited: Transforming the finance function
- Indian Financial System: A young entrepreneur’s dilemma

- Suzlon Energy: Financing Problem
- Reliance Power” Full IPO
- Cost of Equity: A CAPM Approach
- ABC Wealth advisors
- Ambuja Cement: WACC
- Source CDC

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Financial Management	1
Financial Markets	3
Sources of Long Term Finance	2
Raising Long Tem Finance	2
Cases on Long Term Finance	1
Raising Finance from International Markets	2
Time Value of Money	6
Case on Time Value of Money	1
Introduction to Risk and Return	3
Cases on Risk and Return	1
Valuation of Securities	1
Cases on Valuation of Securities	3
Cost of Capital	1
Cases on Cost of Capital	2
Recent Developments	1
Total	30

Organizational Behavior

Course Code : SL HR 501
Credit : 3

Sessions : 30
Semester : I

Objective

To provide a strong conceptual framework for the study, understanding, and application of organization behavior and to apply behavioral techniques to manage human resources in a better manner.

REFERENCE BOOKS	AUTHOR/PUBLICATION
Organizational Behavior	ICMR
Organizational Behavior, 10e	Stephen P Robbins - Prentice-Hall, India
Organizational Behaviour (new edition)	Ashwatappa .K – Himalaya Publications
Organizational Behavior, 8e	Fred Luthans - Tata McGraw-Hill
Human Relations and Organizational Behavior	R S Dwivedi - MacMillan India Ltd
Management of Organizational Behavior	Paul Hersey & Kenneth H Blanchard - Prentice-Hall

Detailed Syllabus

Management Thought and OB: Definition of Management, Approaches to Management: Classical, Behavioral, Quantitative. Management Principles of Taylor, Weber, Fayol; Hawthorne Studies, fields contributing to OB, Managers' roles and functions, OB in the context of globalization, workforce diversity.

Individual Learning and Behavior: Definition of Learning, Theoretical process of learning, application of the learning theories for behavior modification.

Attitudes, Values and Job Satisfaction: The Nature and Dimensions of Attitudes: Components of Attitude – Sources and types – Cognitive dissonance theory – Values –

Measuring job satisfaction – The effect of job satisfaction on employee performance.

Perception: Factors Influencing Perception - Perceptual Selectivity – rational decision making model, bounded rationality, Linkage between Perception and Individual Decision Making – ethics in decision making.

Personality: The Meaning of Personality - Personality Determinants - Personality Traits - The big five model, emotional labor.

Emotional Intelligence – Definition – self awareness, self regulation, social skills, social awareness.

Motivation: Meaning of Motivation – Primary, General Motives and Secondary Motives -

Motivation and Productivity – Content and process theories of Motivation.

Group and Teams: Types of Groups - Stages of Group Development: The Five-Stage Model, The Punctuated Equilibrium Model - The Dynamics of Informal Groups: Norms and Roles in Informal Groups - Nature, Significance and Management of Informal Organizations - Dynamics of Formal Work Groups - Teams in the Modern Workplace - Teams vs Groups - Types of Teams - Quality Circles. Group decision-making.

Communication: Role of Communication - Objectives, Barriers & Effective Communication -Communication Processes: Types of communication - Interactive Communication in Organizations – Cross cultural communication.

Leadership: Understanding Leadership - Leadership Theories - Trait Theories - Behavioral Theories - Contingency Theories - Leadership Styles - Leadership Skills - Determinants of Leadership – Challenges to leaderships in virtual teams.

Level 5 Leadership-Difference between a Leader and a Manager

Power, Authority & Politics: Definitions of Power - Distinction Between Power and Authority - Bases of Power - Power Structure and Blocks – impression management – political behavior in organizations.

Conflict & Collaboration: Sources of Conflict - Intra-individual Conflict - Interpersonal Conflict - Intergroup Behavior and Conflict - Organizational Conflict - Negotiations - Approaches to Conflict Management – Collaboration.

Stress Management: Causes of Stress – Organizational and Extra Organizational

Stressors – Group Stressors – Individual Stressors - Coping Strategy for Stress.

Organizational Structure: Understanding Organizational Structure - Centralization, Decentralization, Flat and Tall Structures, Departmentalization, Behavioral Implications of different organizational designs.

Organizational Culture: Meaning, creating and sustaining culture, culture as a liability, employee acculturation process, countries and culture, organizational climate.

Organizational Change: Forces for Change - Managing Planned Changes - Resistance to Change - Approaches to Managing Organizational Change – technology and change - Organizational Development –concept and action research.

Cases

- Employee Satisfaction: An Outcome of a Motivated Workforce
- Needs Drive Performance
- The Lumen and Absorb Teams at Crutchfield Chemical Engineering
- Southwest Airlines Act II: An Airline in Trouble?
- People Matters in Sales Force Management
- HR Restructuring at Lucent Technologies
- Remaking JCPenney’s Organizational Culture
- Whole Foods Market’s Unique Work Culture and Practices

(Source: Case Studies in Management Volume V)

Suggested Schedule of Sessions

Topic	No. of Sessions
Management Thought and OB	2
Individual Behavior	2
Attitudes, Values and Job Satisfaction	2
Perception	2
Personality	2
Emotional Intelligence	1
Motivation	2
Group and Teams	2

Topic	No. of Sessions
Communication	2
Leadership	2
Power, Authority and Politics	2
Conflict and Collaboration	2
Stress Management	2
Organizational Structure	2
Organizational Culture	1
Organizational Change	2
Total	30

Managerial Economics

Course Code : SL EC 501

Sessions : 30

Credit : 3

Semester : I

Objective

To provide basic theories and analysis of the behavior of various economic agents (individuals and firms). Further, the course also aims at providing an appreciation of application of various microeconomic theories and concepts in managerial decision-making.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Microeconomics	ICFAI
Managerial Economics	Mark Hirschey, 10e, Thomson
Managerial Economics	William F. Samuelson, Stephen G. Mark, 5e, John Wiley & Sons.
Managerial Economics Analysis, Problem, Cases	Truett + Truett, 8e, Wiley
Managerial Economics in Global Economy	Dominick Salvtor, 4e, Thomson
Microeconomics	Dr V Panduranga Rao - IBS Publication
Economics, 17e	Paul A Samuelson & William D Nordhaus - McGraw-Hill, 2001
Managerial Economics	Craig Peterson and Lewis, Tata McGraw Hill publication, New Delhi,

Detailed Syllabus

Introduction to Economics: Scarcity and Efficiency. The three problems of economic organization, Market, Command, and Mixed Economies, The Market Mechanism, How Markets solve the three Economic problems? The Invisible Hand and Perfect Competition. The economic role of government. General and partial Equilibrium, Nature and scope of Managerial Economics.

Supply and Demand Analysis: The Demand schedule, the Demand curve, Demand shifts, Elasticity of Demand – price Elasticity of Demand, Calculating Elasticities, Elasticity and Revenue, Income Elasticity of Demand, Cross Elasticity of Demand.

Analysis of supply – The Supply Schedule, The Supply Curve, Behind the Supply Curve, Shifts in supply, Price Elasticity of Supply. Equilibrium of Supply and Demand –

Equilibrium with Supply and Demand curves, Effect of a Shift in Supply or Demand, Interpreting changes in Price and Quantity, Simultaneous Shifts of Supply and Demand, Rationing by Prices. Applying Supply and Demand – Impact of a Tax on Price and Quantity, Prices Fixed by Law – Minimum Floors and Maximum Ceilings.

Consumer Behavior: Choice and Utility Theory, Marginal Utility and the Law of Diminishing Marginal Utility, Equilibrium Condition – Equal Marginal utilities per rupee for Every Good. An Alternative Approach – Substitution Effect and Income Effect, Substitutes and Complements, Derivation of Market Demand, The Paradox of Value, Consumer Surplus, Applications of Consumer Surplus. The Indifference Curve Analysis- Indifference Curve, Budget Line or Budget Constraint, The Equilibrium Position of tangency, Changes in Income and price, Price

effect, Substitution effect, Income effect, deriving the Demand Curve. Demand Forecasting

Production and Cost analysis:

Production analysis: Basic concepts, The Production Function, Total, Average, and Marginal product, The Law of Diminishing Returns, Returns to scale, Short run and Long run, Technological change, The Law of diminishing marginal product, Least cost factor combination for a given output, Expansion path

Analysis of Costs: Cost concepts, the link between production and costs, Short run and long run cost curves. Economies of scale and scope. Relevant Costs and Benefits, Break Even Analysis and plant sizing.

Market Structure analysis and estimation:

Perfect Competition: Characteristics of a Perfectly Competitive Market, Supply and Demand in Perfect Competition, Short Run Equilibrium of the Competitive Firm, Long Run Equilibrium of the Competitive Firm, Efficiency of Competitive Markets, Effects of Taxes on Price and Output

Monopoly: Monopoly - short run and long run equilibrium Price Discrimination, Types of Price Discrimination, Natural Monopolies

Imperfect Competition: Imperfect Competition, Demand Curve, Monopolistic Competition, Product Differentiation - Types of Product Differentiation – Oligopoly, Kinked Demand Curve , Cartel Formation, Market-Sharing Cartels, Price Leadership, Price Leadership by a low-cost firm, Price Leadership by dominant firm, Barometric Price leadership.

Pricing Practices: Markup Pricing, Markup Pricing and profit maximization, Price Discrimination, Cyclical pricing, Multiple-Unit Pricing Strategies, Multiple-Product Pricing, Joint Product Pricing, Transfer Pricing, Riddles in Pricing Practices.

Decisions under conditions of Risk and uncertainty – Game Theory

Current Developments

An introduction to asymmetric information; Moral hazards

Cases and Exercises

- Singapore: Past Perfect, Future Tense?
- Suzlon: Powering a Greener Tomorrow
- Long Lines, Lost Profits: China’s Regulated Fuels Market
- Microsoft Antitrust Case
- Lev Leviev vs. De Beers
- Domestic Airlines in India: Leveraging Price
- Transfer Pricing

(Source: Case Studies in Management Volume VI)

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Economics	2
Case on the economic role of Government	1
Supply and Demand Analysis	3
Consumer Behavior	3
Production Analysis	2
Analysis of Costs: Cost Concepts, the link between Production & Cost	2
Analysis of Costs: Short run & long run cost curves, Economies of scales scope, Relevant costs and benefits, Break cum analysis and plant sizing	2
Perfect Competition	3
Monopoly	2
Monopolistic Competition	1
Oligopoly	2
Cases on Imperfect Competition	2
Pricing Practices	2
Case on Pricing practices, Price control and transfer pricing	1
Decisions under conditions of Risk and uncertainty –Game Theory	2
Total	30

Information Systems for Managers

Course Code : SL IT 501
Credit : 3

Sessions : 30
Semester : I

Course Objectives:

To provide basic concepts of information systems and their relevance in business environment. To develop proficiency in solving business problems using personal productivity tools.

Learning Outcomes:

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

1. Demonstrate the understanding of basic concepts of information systems in networked business environment.
2. Analyze and classify information systems and their impact on business decision making at various levels and across functional areas in the organizations.
3. Apply database principles, in designing and developing information systems using MS-Access.
4. Identify and understand different enterprise applications like ERP, SCM, CRM and their integration for gaining competitive advantage.
5. Demonstrate and develop proficiency in building relational database application system.
6. Discuss the importance of information security and the latest trends in the digital era.

TEXT BOOKS	AUTHOR / PUBLICATION
Textbook - Management Information Systems	Brien, James A O'. McGraw-Hill/Irwin - 2003
Introduction to information systems- supporting and transforming business	Turban and Potter, Wiley Indian Student Edition
Advanced Cases in MIS	Brady, J.A / Mark, EF. Course Technology - 2000
Information Technology for Management	Lucas, Henry C Jr. Tata McGraw Hill
MIS: Managing the Digital Firm	Lauden , K.C. / Laudan, J.P. Prentice Hall
Modern Database Management	Jeffrey Hoffer , Mary Prescott, Prentice Hall
Microsoft Access™ 2007 Plain and Simple	Frye, Curtis. Microsoft Press – 2007 (Plain and Simple Series)
Enterprise Resource Planning	Mary Sumner. Pearson Education, LPE.
ERP Demystified	Latest Edition, Alexis Leon, Wiley Publications
Concepts in Enterprise Resource Planning	Brady, Monk and Wagner – Thomson Learning
Supply Chain Management	Sunil Chopra and Peter Meindl, Prentice Hall
Database Systems - Concepts	6 th Edition, Henry F Korth, McGraw Hill

Detailed Syllabus

Information System (IS) Concepts:

Understanding Data and Information, Business as a System, Business Process, What is Information System, Classification of IS in organization, Attributes of Information Quality.

Intranet, extranet, internet, worldwide web.

Introduction to Organizational Systems:

Transaction Processing System (TPS), Management Information System (MIS) – role in organizational development-Executive Information System (EIS), Decision Support System (DSS), Expert System (ES).

Information Systems Development:

Concepts: SDLC (Systems Development Life Cycle), Waterfall, Prototyping, RAD, JAD, Agile, SCRUM

Database Management: Basic concepts, Data Models, Advantages of Database Approach, Overview of E-R Modeling, Data Flow Modeling, Entity, Attributes, Relationships, Keys, Normalization, Basic Normal Forms (restricted up to 3 NF), overview of SQL.

MS-Access: Database design process, building Databases with MS-Access- Implementation and Presentation of MIS - Forms, Queries and Reports.

Enterprise Applications: Process view of the organization, Problems of functional division, Operational advantage of enterprise wide applications

Enterprise Resource Planning (ERP), Overview of Finance & Accounting, Manufacturing, Sales & Distribution, HR modules.

Supply Chain Applications

CRM Applications.

IS Security: IS security, IS vulnerability and computer/cyber crime, protecting information systems.

Current developments: E-Business, Cloud Computing, Big Data, Wireless Sensor Networks, Data Warehousing, Data Mining, Green Computing.

Suggested Schedule of Sessions

Topic	No. of Sessions
Information System (IS) Concepts	2
Introduction to organizational systems	2
Information Systems Development	2
Database Management	4
MS-Access	8
Enterprise Applications	2
Supply Chain Applications	2
CRM Applications	2
IS Security	2
Current developments	2
Mid-term (to be held after 14-16 sessions)	2
Total	30

Accounting for Managers

Course Code : SL AC 501
Credit : 3

Sessions : 30
Semester : I

AIM

To provide the understanding of corporate financial reporting system and cost concepts.

Learning Outcomes

- Demonstrate understanding of concepts relevant to financial statement analysis.
- Demonstrate ability to analyze, diagnose and interpret financial health of companies.
- Enable to evaluate, report and present effectively financial results of companies.
- Comprehend financial statements and rectify errors in financial information.
- Understand different cost concepts & prepare Cost sheet.
- Demonstrate knowledge of contemporary topics in the area of Accounting.

TEXT BOOK	AUTHOR / PUBLICATION
Financial Accounting- A Managerial Perspective (Latest Edition)	Prof. R. Narayanswamy – Prentice Hall of India
REFERENCE BOOKS	AUTHOR / PUBLICATION
Accounting : Text and Cases	12e Anthony, Hawkins & Merchant, TMH, Special Indian Edition
Financial Accounting for Management (An Analytical Perspective)	Gupta, Ambrish. Pearson Education - 2005
Modern Accountancy	Mukherjee, Amitabha/Hanif, Mohammed. Tata Mc Graw Hill
Cost and Management accounting	Ravi M Kishore – Taxmann
Cost Accounting – 8 th edition	Jawaharlal – Tata McGraw Hill
Financial Accounting	N Dhamija

Detailed Syllabus

Introduction to Financial accounting:

Distinction among financial accounting, cost accounting and Management accounting – Evolution of Accounting – basic concepts of

financial Accounting – conventions of accounting – stages of preparing accounting statements – from input to output – users of financial statements- advantages of accounting – Generally Accepted Accounting Principles

Understanding Financial Statement: Nature and objectives of Financial Statements, Uses of Financial Statements, form and content of Financial Statements, users of Financial Statements

Financial Reporting and Regulations: Introduction to USGAAP, Introduction to International Accounting Standards, Indian Accounting Standards, Applicability of Various Standards, Comparison and Harmonization, IFRS

Financial Statements of Limited Companies: Format and Content of Profit and Loss Account - Requirements of the Companies Act for the Presentation of the Companies Profit and Loss Account - Treatment of Special Items Relating to Companies Final Accounts - Requirements of Appropriation of Profits by the Company - Format and Content of the Balance Sheet

Cash Flow: Statement of Cash Flows - Purpose of the Statement of Cash Flow - Content and Format of the Statement of Cash Flow - Preparation of Cash Flow Statement - Usefulness of the Statement of Cash Flow

Annual Report: Contents of Annual Report – Director’s report – Auditor’s report - Financial Statements and notes thereon – Other information.

Limitations of Financial Statements and Window Dressing: Critical Review of Financial Statements - Effects of Abnormal Items and Changes in Accounting Policies, Creative Accounting.

Financial Statement Analysis: Financial Statements – Understanding the Features of

Variables in Financial Statements - Ratio Analysis –Liquidity, Profitability and Leverage - Du-Pont Analysis – Problems Encountered in Financial Statement Analysis.

Cases and Exercises

- Maruti Udyog’s Accounting
- Aig: The Accounting Scandal Unfourts
- Fannie Mae: The US Mortgage Giant’s accounting Controversies
- Annual report of select company(Latest)
- Faculty will identify appropriate cases on Window Dressing

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Financial Accounting	1
Understanding Financial Statement	3
Financial Reporting and Regulations	4
Financial Statements of Limited Companies	7
Cash Flow	6
Annual Reports	2
Limitations of Financial Statements and Window Dressing	2
Financial Statement Analysis	5
Total	30

Pre-requisites: Knowledge of Fundamental principles, concepts & the mechanics of Financial Accounting

Business Communication

Course Code : SL MS 501
Credit : 3

Sessions : 30
Semester : I

Objective

The objective of this course is to enhance the student's business communication skills, which include presentations, business reports, CVs and applications, memoranda, business claims, business proposals, agenda and minutes of meeting.

REFERENCE BOOK	AUTHOR/PUBLICATION
Presentation and Reading Skills	IBS Publication
Business Vocabulary	IBS Publication
Business Correspondence	IBS Publication
Report Writing	IBS Publication
Business Communication	Raymond Lesikar and John Pettit – Irwin/ AITBS Books, Delhi
Business Communication Today	Courtland L. Bovee, John V. Thill and Barbara E. Schatzman – Pearson Education Asia.
Professional Communication	Aruna Koneru – Tata McGraw-Hill Publishing Company Ltd., New Delhi
Business Vocabulary in Use	Bill Mascull – Cambridge University Press

Detailed Syllabus

Business Correspondence: Principles of Effective Writing; Letter Writing; CVs and Applications; Memoranda; Business Claims and Responses; Business Proposals; Meetings, Agenda and Minutes.

Report Writing: Process, Structure and Layout.

Presentation Skills: Planning, Structure and Delivery.

Telephone & E-mail Etiquette: Basics of Telephone and E-mail Etiquette.

Cross-Cultural Communication: Cross-cultural issues which affect Communication across different Cultures.

Counselor's Interaction: Overview of the Counseling services in IBS.

Suggested Allotment of Sessions

Topic	Sessions
Principles of Effective Writing	2
Business Correspondence	
▪ Memoranda	1
▪ Agenda and Minutes of Meeting	2
▪ Business Proposals	3
▪ Claims and responses to claims	3
▪ CVs and Applications	3
Report Writing	4
Presentation Skills	7
Telephone and E mail Etiquette	2
Cross-Cultural Communication	2
Counselor's Interaction	1
Total	30

Advanced Financial Management

Course Code : SL FI 502

Sessions : 30

Credit : 3

Semester : II

Aim

Develop a framework to evaluate key decision in respect of capital structure, dividend policy, working capital management and decision involving alternate choices.

TEXT BOOK	AUTHOR / PUBLICATION
Financial Management: Theory and Practice, Latest Edition	Chandra Prasanna, Tata McGraw-Hill - 2004
REFERENCE BOOKS	AUTHOR / PUBLICATION
Corporate Finance	Ross Westerfield Jaffe- TMH
Financial Management and Policy, 12 th e	James C Van Horne. Prentice-Hall, India
Financial Management : Text & Problems	Khan M.Y / Jain, P.K. Tata McGraw-Hill - 2004
Financial Management , 7 th e	Ravi M. Kishore. Taxmann's - 2009
Cost Accounting 2ed (Paperback)	Jawahar Lal- Tata McGraw-Hill

Detailed Syllabus

Financial Forecasting: Sales Forecast - Preparation of Pro-Forma Income Statement and Balance Sheet - Growth and External Funds Requirement - EFR

Leverage: Measuring and analyzing the implications of Leverage - Operating Leverage, Financial Leverage and Total Leverage.

Capital Structure Theories: Net Income Approach - Net Operating Income Approach - Traditional Approach - Modigliani-Miller Model (MM), Miller Model - Criticisms of MM and Miller Models - Financial Distress & Agency Cost - Asymmetric Information Theory.

Capital Structure Policy: Business & Financial Risk - A Total Risk Perspective - Business & Financial Risk - A Market Risk Perspective -Determinants of Capital Structure Decision -Approach to Estimating the Target

Capital Structure - Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis

Dividend Policy: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model.

Basics of Capital Expenditure Decisions: The Process of Capital Budgeting - Basic Principles in Estimating Cost and Benefits of Investments - Appraisal Criteria: Discounted and Non-Discounted Methods (Pay-Back Period - Average rate of return - Net Present Value - Benefit Cost Ratio - Internal Rate of Return)

Analysis of Project Cash Flows: Cash Flow Estimation - Identifying the Relevant Cash Flows - Cash Flow Analysis - Replacement, Cash Flow Estimation Bias - Evaluating Projects with Unequal Life

Estimation of Working Capital Needs:

Objectives of Working Capital (Conservative vs Aggressive Policies), Static vs Dynamic View of Working Capital - Factors Affecting the Composition of Working Capital Independence among Components of Working Capital - Operating Cycle Approach to Working Capital.

Inventory Management: Nature of Inventory and its Role in Working Capital - Purpose of Inventories - Types and Costs of Inventory - Inventory Management Techniques - Pricing of Investments - Inventory Planning and Control.

Receivables Management: Purpose of Receivables - Cost of Maintaining Receivables - Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, Collection Program), Credit Evaluation - and Monitoring Receivables.

Financing Current Assets: Behaviours of Current Assets and Pattern of Financing - Accruals - Trade Credit - Provisions - Short-Term Bank Finance - Factoring

Treasury Management and Control: Cash Management - Meaning of Cash - Need for and Objectives of Cash Management - Cash Forecasting and Budgets - Cash Reports - and Efficient Cash Management.

Cases and Exercises

- Hero Honda's Dividend Policy
- Intel: Managing Working Capital
- Dressen (Abridged) (A)
- The Fall of United Western Bank
- DLF Ltd: Working Capital Analysis

- Women led family owned business: Capital
- Structure of Balajitelefilms limited.
- Dr. Reddy's Laboratories: Financial Forecasting
- Source : CDC

Suggested Schedule of Sessions

Topic	No. of Sessions
Financial Forecasting	2
Leverage	2
Capital Structure- Theories and policy	2
Cases on Capital Structure Theories and Capital Structure Policy	2
Dividend Policy	2
Cases on Dividend Policy	1
Basics of Capital Expenditure Decisions	3
Analysis of Project Cash Flows	2
Estimation of Working Capital Needs (including case discussion)	3
Inventory Management	3
Receivables Management	2
Cases on Working Capital Management, Inventory Management and Receivables Management	2
Financing Current Assets (including case discussion)	2
Treasury Management And Control (including case discussion)	2
Total	30

Advanced Marketing Management

Course Code : SL MM 502
Credit : 3

Sessions : 30
Semester : II

Objective

- Introduce marketing tools and frameworks to address problems of practice in marketing with emphasis on competition and strategic considerations
- To familiarize students on Digital marketing, CRM, Marketing analytics, rural markets, global marketing and emerging trends in marketing

TEXT BOOK FOR DISTRIBUTION	AUTHOR / PUBLICATION
Marketing Management - A South Asian Perspective, 14 th Edition, 2013	Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Pearson Prentice Hall
REFERENCE BOOKS	AUTHOR / PUBLICATION
Principles of Marketing– A South Asian Perspective, 13 th Edition	Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque, Pearson Prentice Hall
Marketing – Asian Edition, 2013	Paul Baines, Chris Fill, Kelly Page, Piyush K Sinha, Oxford University Press
Social Media Marketing	Tracy Tuten, Michael Solomon
Understanding Digital Marketing	Damian Ryan and Calvin Jones
The Rural Marketing -	Pradeep Kashyap and Siddharth Raut

This syllabus is broadly mapped to the text book mentioned above. Chapter numbers are indicated against the topics.

Detailed Syllabus

Capturing Customer Value: Capturing Value from Customers, CRM, customer Satisfaction & Retention Customer Life Time Value, (Chapter 4)

Creating Competitive advantage. And Competitive Strategies ; Competitor Analysis, Competitive Strategies, Balancing Customer and Competitor Orientations (Chapter 8)

Marketing Analytics: Identifying Marketing Information Needs – Customer databases and Developing a Marketing Information System- Data mining, Marketing Research, Analyzing and Using Marketing Information for Forecasting, On-line Research, Impact of Big Data (Chapter 3)

Social media, Online, Digital and Direct Marketing: Growth and Benefits of eCommerce; Social media and Direct

Marketing, Forms of Direct Marketing, Online Marketing, Digital Marketing (*First Half of Chapter 18*)

Business Markets and Business Buyer Behavior : Buying Unit, Buying Situations, Buying Process and Influences, Role of e-Hubs, e-Procurement, Government and Institutional Markets (*Chapter 6*)

Global Marketing: Global Marketing Environment, Global Marketing Decisions, Global Marketing Organization and Program (*Chapter 20*)

Rural Marketing: BOP, Characteristics of rural economy; Differences between rural urban and rural consumers, Potential in catering to rural consumers Markets (*appendix 3 of*

Kotler's Principles of Marketing 13th edition)

Social (Not-For-Profit) marketing: Key characteristics, multiple stake holders, transparency, customer perceptions types of not-for-profit organizations (*refer chapter 17 Marketing –Asian edition Paul Baines, Chris Fill, Kelly Page*)

Sustainable Marketing, Social Responsibility and Ethics: Consumer Protection – Why and how, Social Responsibility of Marketing, Consumer and Business Actions towards Sustainable Marketing, (*Chapter 21*)

Marketing Plan – Budgets and Controls (Sonic Marketing Plan in appendix AI, *Appendix 1 in Kotler's Principles of Marketing 13th edition*)

Marketing Trends - Experiential Marketing,, Ambush marketing Buzz marketing, Viral Marketing any other latest trends. (Chapter 18, *also refer chapter 19 Marketing –Asian edition Paul Baines, Chris Fill, Kelly Page*)

Faculty can discuss other contemporary case as suggested by CDC before the start of the Semester.

Suggested Schedule of Sessions

Topic	No. of Sessions
Capturing customer value, Customer Databases, Customer Satisfaction, LTV & CRM	2
Creating Competitive advantage., Competitive Strategies	4
Marketing Analytics(Historical and Predictive),Market Forecasting	4
Digital Media Marketing/Online/Social	4
Business-to- Business	2
Global Marketing	2
Rural Marketing	2
Social (Not – for -Profit) Marketing	1
Ethics in Marketing/Sustainability/ CSR	2
Developing Marketing Plan -	2
Marketing Trends	3
Guest Lecture	2
Total	30

Operations Management

Course Code : SL OP 502

Sessions : 30

Credit : 3

Semester : II

Objective

To help students understand, appreciate and apply concepts and contemporary practices of managing operations in manufacturing and services sectors in the prevalent business environment.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Operations Management	ICMR
Operations Management for Competitive Advantage, 11e	Richard B Chase, Nicholas J Aquilano, F Roberts Jacobs & Nitin K Agarwal Tata McGraw Hill, New Delhi. 2007
Operations Management – An Integrated Goods and Services Approach, Indian Edition	James R Evans & David A. Collier, Thomson South-Western 2007
Operations Management Strategy and Analysis, 6e	Lee J Krajweski and Larry P Ritzman. Person Education. Delhi. 2002.
Operations Management	Norman Gaither and Greg Fraizer. Thomson (Southwestern), 2002
Operations Management, 4e	Russel and Taylor

Detailed Syllabus

Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management.

Operations Strategy and Competitiveness: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement.

Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Process Analysis-Examples, Process Throughput Time Reduction

Product Design: Designing for the Customer – Quality Function Deployment, Value Analysis, value Engineering, Designing Products for

Manufacture and Assembly, Measuring Product Development Performance

Manufacturing Process Selection and Design: Process Selection – Types of Processes, Process Flow Structure, Product-Process Matrix

Service Process Selection and Design: The Nature of Services, an Operational Classification of Service, Applying Behavioral Science to Service Encounters, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Safing

Facility Location: Plant location methods-Factor rating, Transportation Method (only formulation), Centroid method, Locating service facilities

Facility Layout: Basic Production Layout Formats, Process Layout (CRAFT) Product Layout (Assembly Line Balancing), Group

Technology (Cellular) Layout, Fixed-Position Layout, Retail Service Layout, Office Layout.

Waiting Line Management: Economics of Waiting Line Problem, The Queuing System, waiting line methods (MM1 Model in detail)

Strategic Capacity Management: Capacity Management in Operations, Capacity Planning Concepts, Capacity Planning, Planning Service Capacity

Aggregate Sales and Operations Planning: Overview of Sales and Operations Planning Activities, The Aggregate Operations Plan, Aggregate Planning Techniques

Inventory Control: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, Fixed -Order Quantity Models, Fixed-Time Period Models, Selective Control, including ABC, VED Classifications, Optional Replenishment System, 2-Bin system

Materials Requirement Planning: Where MRP Can Be Used, Master Production Schedule, Material Requirements Planning System Structure, MRP Examples

Supply Chain Strategy: Supply Chain Drivers, Supply Chain Strategy, Measuring Supply Chain Performance, Push Strategy/Pull Strategy/Push-Pull Strategy, Bullwhip Effect, Outsourcing, Design for Logistics, Global Sourcing, Mass Customization.

Total Quality Management: Evolution of TQM: Quality Specification and Quality Costs, Six-Sigma Quality, The Shingo System: Fail-Safe, ISO 9000, ISO 14000

Just-In-Time and Lean Systems: JIT/Lean Logic, The Toyota Production System, Elimination of waste, Value Stream Mapping, JIT/Lean Implementation Requirements, JIT/Lean in Services

Project Management: Introduction, Structuring Projects, Work Breakdown Structure, Network-Planning Models, Time Cost Models, Managing Resources

Cases and Exercises

- Mass Customization: The BMW Way

- The Making of Xbox 360
- Forefront Manufacturing: Production Processes and Change Management in Mainland China
- The Delhi Metro Project: Effective Project Management in the Indian Public Sector
- Quality and Safety Practices at Lego
- Six Sigma at Motorola
- Taiichi Ohno and the Toyota Production System
- Zara's Supply Chain Management Practices

(Source: Case Studies in Management Volume VIII)

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	1
Operations Strategy and Competitiveness	2
Process Analysis	1
Product Design	1
Manufacturing Process Selection and Design	1
Service Process Selection and Design	2
Facility Location	1
Facility Layout	2
Waiting Line Management	1
Strategic Capacity Management	1
Aggregate Sales and Operations Planning	2
Inventory Control	2
Materials Requirement Planning	2
Supply Chain Strategy	2
Total Quality Management:	2
Just-In-Time and Lean Systems	2
Project Management	2
Case Discussions	3
Total	30

Human Resource Management

Course Code : SL HR 502

Sessions : 30

Credit : 3

Semester : II

Objective

To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilitates learning of various concepts, new trends and skills required for Planning, managing and development of human resources for organizational effectiveness.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Human Resource Management	ICMR
Personnel/Human Resource Management	David A Decenzo & Stephen P Robbins - Prentice-Hall, India
Human Resource Management	Gary Dessler, Prentice-Hall, India
Human Resource Management	Michael R Camell, Nobert F Elbert & Robert D Hatfield - Prentice-Hall
Managing Human Resources	Bohlander & Snell, Thomson
Human Resource Management, 7e	John M Ivancevich – TMH
Managing Human Resources, 5e	Wayne F Cascio – TMH
Cases & Exercises in Human Resource Management, 6e	George E Stevens - Irwin/McGraw-Hill, 1996
Human Resource Management	Micheal Armstrong – Kogan Page
Human Resources and Personnel Management-Text and Cases	K Aswathappa – Tata Mcgraw-Hills
The Brave New World of eHR – Human Resource Management in the Digital Age (2006)	Edited by Hal G. Guental and Dianna L Stone; San Francisco : Jossey Bass
Human Resource Management (2006)	Jyothi, P and Venkatesh, D.N. Oxford: Oxford University Press
HRM	Raymond A Noe, John R Hollenbeck, Barry Gerhart, & PM Wright,

Detailed Syllabus

Introduction to HRM: Role of HR Executives- HRM Functions– Challenges of Human Resource Management–New Challenges for HR Executives.

Human Resource Management at Work: Line Vs Staff Authority – Structure and Organizational Chart of HR Department. Globalization and its impact on HR- IT Systems and HR.

Job Analysis and Design: Concept of Job Analysis and Design, Role analysis –Methods of Job analysis - Job Description - Job Specification – Modern Management Techniques: Job rotation – job enlargement – Job enrichment.

Managing the dejobbed world, Competency mapping.

Human Resource Planning (HRP): Definition – Need and Importance of HRP- Process of HRP–Levels and Types of HRP – Forecasting Demand for employees- Forecasting supply for employees-Balancing supply and demand considerations- HRP Model, Rightsizing.

Recruitment and Selection Process: Definition and concept of Recruitment - Factors Affecting Recruitment – Sources of recruitment– Information technology and HR recruiting on the net (e-Recruitment) -Methods and Techniques of recruitment Selection Process- Person Job Fit - Person Organization Fit –Elements of Selection Process - Steps in the Selection Procedure – Various types of Tests – Selection Interview: Methods and Process (including reference check and medical examination) - Placement and induction-Competency testing systems .

Performance and Potential Appraisal: Concept of performance management and performance appraisal - Objectives of Performance Appraisal - The Appraisal Process - Traditional Methods and Modern Methods of Appraisal, (including MBO, 360 degree, Assessment Centre, Balance Scorecard, etc) – Appraisers: Manager / supervisor, Self, Subordinate, Peer, Team and Customer-Pitfalls in Performance Appraisal – Potential appraisal.

Employee Training and Management Development: Importance and objectives - Distinction between Training and Development – Principles of Learning – e-Learning, Competency Mapping – Assessment Center, Types of training and development – Training need analysis - Systematic approach to Training and Development – Evaluation of Training.

Managing Careers: Concept – Career stages - Career Anchors – Career Development Cycle – Benefits of career planning to individual as well as organization - Internal mobility: promotions, transfers, Separation and Succession planning, downshifting.

Compensation Management: Objectives - Methods of Job evaluation – Factors determining compensation and pay rates – Current trends in compensation- Pricing managerial and professional jobs. Minimum wages Act, Types of pay structures.

Wage and Salary Administration - Nature and Purpose Minimum Wage, Fair Wage, Living Wage - Basic Kinds of Wage Plans - Elements of a Good Wage Plan, Rewards and Incentives - Short-term Plans - Long-term Wage Incentive Plans - Requisite Guidelines for Effective Incentive Plans - Non-monetary Incentives - Employee Stock Ownership Plans, Payment of Bonus Act, Payment of Gratuity Act.

Employee Relations and Collective Bargaining: Concept and purpose Industrial Relations - Collective Bargaining - Types – Process - Pre-requisites - Issues Involved - Worker Participation in Management, Trade Unions, Trade Union Act, Industrial Disputes Act, Factories Act, Workmen’s Compensation Act.

Grievance Handling: Definition of Grievance - Causes/Sources of Grievances - Grievance Redressal Machinery - Model Grievance Procedure Legislative Aspects of the Grievance Redressal Procedure in India. Domestic enquiry, Discipline and disciplinary actions – Dismissal and Discharge of an employee-Trade Unions.

Quality of Work Life – Emerging Trends: The Concept of Quality of Work Life (QWL) - Strategies for Improving QWL, Family integration processes.

Emerging (Recent) Trends in Human Resource Management: Talent Management - PCMM- Entrepreneurship (Intrapreneurship), QWL, E-HRM, GHRM, QHRM.

Cases

- Starbucks' Human Resource Management Policies and the Growth Challenge
- Human Resource Management: Best Practices in Infosys Technologies
- Recruitment and Selection
- Employee Training and Development at Motorola
- Leadership Development at Goldman Sachs
- Disney: Succession Problems in the Magic Kingdom?
- 'Employees First, Customers Second': Wegmans' Work Culture
- Genentech's Work Culture and Practices
- Racial Discrimination at FedEx Corporation
- Diversity and Talent Management Practices at IBM

(Source: *Case Studies in Management Volume VII*)

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to HRM & HRM at Work (including case discussion)	3
Job analysis and design	2

Topic	No. of Sessions
Human Resource Planning (including case discussion)	2
Recruitment & Selection (including case discussion)	2
Test, Interviews, Placement and Induction (including case discussion)	2
Performance and Potential appraisal (including case discussion)	2
Employee Training and Management Development	2
Managing Careers (including case discussion)	2
Compensation Management	2
Wage and Salary Administration Rewards and Incentives	2
Employee relations and collective Bargaining (including case discussion)	2
Grievance Handling (including case discussion)	2
Discipline and Disciplinary Action	1
Quality of work life	1
Emerging trends in HRM	3
Total	30

Macroeconomics & Business Environment

Course Code : SL EC 502

Sessions : 30

Credit : 3

Semester : II

Objective

To help students understand the economic environment and to draw meaningful conclusions from economic analysis and events. This would help in the decision-making and strategy formulation in the present economic scenario.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Macroeconomics	ICFAI
Global Business Environment	ICMR
Macroeconomics	Rudiger Dornbusch, Stanley Fischer, and Richard Stantz, Published by TMH
Macroeconomics	Roger E.A. Farmer, Published by Thomson
Macroeconomic Analysis	Edward Shapiro, Published by Harcourt Brace Jovanovich Inc.
Macroeconomics	Paul A. Samuelson and William D. Nordhaus Published by Mc Graw Hills
Macroeconomics	J. Bradford DeLong, Published by Mc Graw Hills
Economic Survey	Government of India

Detailed Syllabus

Introduction to Economic Analysis:

Microeconomics Vs. Macroeconomics, Goals of Macroeconomic policy, Objectives and Instruments of Macroeconomics

Measuring National output / Income: Concept of national product, Variants of national product, Methods of measuring national Income and problems of measuring, Real Vs Nominal, Price indices and its applications

Aggregate Demand and Aggregate Supply- Meaning of AD and AS curves

Determination of Equilibrium Income- Components of aggregate Demand, Consumption function, Marginal propensity to

Consume, Determinants of Consumption, Saving function, Investment function, Determinants of Investment, Government spending, Net exports

Product market - Shifts in AD, Concept of multiplier - simple multiplier, investment multiplier, multiplier in the presence of taxes and balanced budget, foreign trade multiplier, **Money market** - Functions of money, Demand for money and supply of money- Determination of interest rates, Real vs. nominal interest rate, Hicks –Hansen Model: IS –LM analysis, Deriving aggregate demand curve

Aggregate Supply - Demand function for labour, supply function of labour, Labour market equilibrium under classical and Keynesian models

General equilibrium using AD curve and AS curve

Economic Instability and Fluctuations:

Business Cycles: Features of business cycle, Business cycle theories

Unemployment: Types of unemployment: Okun's Law, Impact of unemployment

Price Instability: Types of inflation, Economic impacts of inflation, Price in the AD-AS framework, The Phillips Curve,

Monetary policy and the role of banking systems- Deposit creation, Balance sheet of a central bank, Measures of monetary and liquidity aggregates, Money multiplier, Instruments of money supply control, Determination of money supply

Fiscal policy - Fiscal instruments, Tax structure, Laffer curve, Types of deficits, Fiscal policy and stabilization, Public debt, Crowding - out effect.

Open Economy Framework: International Vs. domestic trade, Theories of International Trade, Protectionism and WTO, Issues related to tariff, Determination of Exchange Rate, Floating exchange rate, Fixed exchange rate, Balance of Payments. Globalization and Global imbalance.

Business Environment in Indian context- Growth phases, Evolution of institutional framework - emphasis on planning, public and private sector, Recent policy measures- monetary fiscal, foreign trade and technology.

Cases

Macroeconomics

- India: Before and After VAT
- Should Energy be Subsidized?
- The Indian Economy: Dealing with Inflation
- Softwood Lumber Dispute between Canada and the USA
- The US-China Exchange Rate Stand-Off

Business Environment

- Hungary's Reform Process
- Gazprom - Naftogaz Ukrainy Dispute: Business or Politics?
- The South African Economy: Coping with the Legacy of Apartheid

(Source: Case Studies in Management Volume IX)

Suggested Schedule of Sessions

Topic	No. of Sessions
Overview of Macroeconomics	1
Measuring National Income/output	3
AD and AS curves – an introduction	1
Aggregate Demand and multiplier	2
Product market equilibrium	2
Money market equilibrium	2
Aggregate supply	2
General equilibrium using AD and AS curves	1
Economic instability and fluctuations – Business cycles	1
Unemployment and price instability	2
Case on <i>The Indian Economy: Dealing with Inflation</i>	1
Monetary policy and the role banking system	2
Fiscal policy and instruments	3
Open economic framework	3
Case on <i>The US-China Exchange Rate Stand-Off</i>	1
Business environment in Indian context	3
Total	30

Business Research Methods

Course Code : SL RM 502
Credit : 3

Sessions : 30
Semester : II

Objective

To enable students conceive and execute business research by giving essential inputs on research methodology.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Business Research Methods	ICMR
Business Research Methods, 7e	William G Zikmund, Thomson South-Western, Singapore 2003
Business Research Methods	Donald R.Cooper and Ramela S.Schindler, Tata McGraw Hill Publishing Company Ltd, New Delhi, (2000)
Research Methods	Donald H.McBurney, Thomson Asia Pvt.Ltd., Singapore, (2002)
Research for Managers: How to Use Survey in Management Decision - Making Survey (2nd edition)	Hutton, P. Basingstoke, Macmillan (1990).
Statistics for Management	Richard I. Levin,David.S. Rubin, Prentice Hall India Pvt. Ltd., New Delhi

Detailed Syllabus

Introduction to Research: Meaning & definition of Research – Relevance and significance of Research in business – Types of Research – Research problems – Evolution of Research – Overview of Research methodology

Research Process: Introduction – Theoretical Framework – Research Hypotheses

Research Design: Introduction- Nature of and Classification of design – Developing an appropriate research design - Experimental Research Design - Randomized Design, Latin Square Design and Factorial Design- Basic principles, types of experimental design - validity - external and internal.

Scales and Measurements: Measurements – Types of measurements –Different Scales – Comparison between different scales – Characteristics – Validity – Different Methods of measurement – Developing Scales – Classification of scales – Rating Scales – Attitude Scales – Thurston scale – Likert scale– Semantic Differential scale – Types of Errors in measurement – Test of Reliability –Measures of Stability – Threats to Reliability

Survey Research: Introduction– Purpose – Methods of data collection - Interviews, observation, schedule, Questionnaire - other methods of data collection - Panel research, warranty cards, Pantry audit and consumer panel- Mechanical Devices – Projective Techniques – Sociometry

Data Preparation: Data Coding, Data Cleaning, Identification Outlier, Handling Missing Values.

Multivariate Analysis and use of statistical packages: Introduction - Nature and techniques of Multivariate Analysis – Analysis of dependence - Multiple Regression. Assumptions in the regression model, dummy variable treatment, testing of goodness of fit of the model and Discriminant Analysis. Analysis of interdependence - Factor analysis and Cluster analysis - Application of Major software packages (SPSS etc.).

Report writing: types of reports – planning and organizing a research project, Harvard system of referencing – Bibliography – footnotes – checklist - evaluation of report.

Cases and Exercises

- Renaming Computer Power Group
- Allen Solly: Entering the Indian Women’s Western Wear Market
- Market Research in Insurance
- The Launch of New Coke
- Marketing Research at P&G
- Launching the Scorpio
- Quantitative Research or Qualitative Research: A Dilemma
- Retail Research in India
- Consumer Research in an Age of Cynicism
- Telephonic Interview in Business Research
- HLL Vs Amul: Heating up the IceCream Market

- Improving the Quality of Business Research
- Importance of Analysis & Reporting
- Consumer Research at Kiran Music
- Focus Groups in Business Research

(Source: Case Studies in Management Volume VIII)

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to research	2
Research processes	3
Research design (including experimental research)	3
Scales and measurements	2
Survey research, data preparation for statistical analysis, use of statistical packages for analysis	3
Introduction to Multivariate analysis	3
Multiple Regression (including exercises)	3
Discriminant analysis (including exercises)	3
Factor Analysis (including exercises)	3
Cluster analysis (including exercises)	3
Report writing	2
Total	30

Introduction to Business Analytics

Course Code : SLBA 502
Credit : 3

Sessions : 30
Semester : II

Course Objective:

To provide the students understanding of concepts, tools and techniques of Basic Analytics

Learning Outcomes:

At the end of the course the student should be able to

1. Explain the importance of analytics and its applications.
2. Identify business processes that generate and need data. Role of data in informed decision making.
3. Use analytical tools like MS Excel, R to handle data and explore basic statistical functionalities.

TEXT BOOK	AUTHOR/PUBLICATION
Fundamentals of Business Analytics	R.Prasad & Seema Acharya, Wiley Publication
REFERENCE BOOKS	AUTHOR/PUBLICATION
Business Analytics: Methods, Models and Decisions, 1 st Edition	James R. Evans - Prentice Hall
Business Analytics for Managers: Taking Business Intelligence Beyond Reporting	by Gert H. N. Laursen (Author), JesperThorlund (Author) - (Wiley &Sas Business Series)
Fundamentals of Business Analytics	R.Prasad and Seema Acharya

Detailed Syllabus

Introduction to analytics: What is analytics and why it is used. Data explosion and role of analytics in industry today.

Role of analysts and job profile

Current trends in analytics: Data types and sources for analytics. Technologies and domains involved in analytics. Current trends, industry wise.

Application of analytics in industry, functional area-wise: Application and introductory cases on importance of analytics in

Financial, Operation/Supply Chain/Logistics, Marketing, HR, Banking, Retailing, etc.

Analytical tools: R, SAS /SPSS and any other proprietary/open source tools.

Tools hands-on: Hands-on class on any tools the faculty plans to introduce as a part of the analytics course. Preferred Tool – R. The introduction to R platform and any user interface (for example R Studio) can be handled by focused exercises that cover the basics of statistical analysis. This includes: reading data, summary and structure of the data, data types, data frames, sub-setting, graphs and plots, exploratory data analysis, basic regression.

MS Excel:

Application layout and user interface, Cell referencing, formulas and functions, Graphs and Charts. Data Handling: Sorting, Filtering and accessing data from text files, databases and World Wide Web. Data Validation, Data consolidation and Conditional Formatting.

Functions: Overview of lookup, Mathematical functions. Financial functions like NPV, IRR, PMT, PRICEDISC, PRICEMAT, EFFECT, FV, and YIELD DISC (advance finance function)

Analysis Tools: Pivot table and Pivot chart, Dynamic Pivot tables, Goal Seek, Solver.

Advanced features: Macros, Linking multiple sheets, use a slicer to filter data, creating dash board through excel

Optimization (using solver excel add in): Use of Excel to solve business problem: Eg marketing mix, capital budgeting, portfolio optimization

Data visualization and Interpretation for big data: Different types of data, data summarization& visualization methods, tables, graphs, charts, histogram, frequency distribution, relative frequency, measures of central tendency,, dispersion, box plot, chebychev's inequality(SPSS/Excel)

Inference: The students are introduction to inference and summarization, once basic statistical functions are executed on R. Project work with emphasis on inference can be supervised to execute this section.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to analytics	1
Role of analysts and job profile	1
Current trends in analytics	2
Application of analytics in industry, functional area-wise	4
Analytical tools	2
MS Excel (Advanced)	10
Tool hands-on (R/SAS, etc.)	8
Inference	2
Total	30

Management Accounting & Control

Course Code : SLGM502

Sessions : 30

Credit : 3

Semester : II

Objective

Understanding Cost and Management Accounting and in appreciating it as a tool for decision making. It aims at equipping students with techniques in managerial functions of planning, controlling and decision making.

TEXT BOOK for distribution to students	AUTHOR/PUBLICATION
Cost Accounting 2ed (Paperback)	Jawahar Lal- Tata McGraw-Hill
REFERENCE BOOKS	AUTHOR / PUBLICATION
Cost and Management Accounting	Colin Drury
Management Accounting	Khan M Y and P K Jain
Accounting for Management	Richard Lynch & Robert Williamson
Cost and Managerial Accounting	Jack Gray & Don Ricketts
Management Accounting-Business Strategy	Sims Adrian And Richard Smith
Management Accounting-Financial Strategy	Parkinson, christine.
Management Accounting-Information Strategy	Lewin, Alan
Management Accounting-Performance Management	Scarlett Bob C And Colin Wilks

Detailed Curriculum

Introduction to Management Accounting

Role and scope of management accounting, Interface of management accounting with Financial Accounting and Cost Accounting, Tools and Techniques

Cost Concepts

Types of cost – historical costs, future costs, standard costs, period costs, prime costs, direct

and indirect costs, opportunity costs, imputed costs, prograded costs, joint cost, sunk cost, discretionary cost, out of pocket cost, differential cost, capacity cost, conversion cost, committed cost.

Cost unit, cost center. Cost

Sheet Cost Allocation

Prime cost and overheads; Classification of overheads, absorption of overheads; Under-absorption and over-absorption of overheads.

Methods of costing

Unit costing, Contract costing, Process costing, Operating/service costing, Joint products and by-products

Cost Volume Profit Analysis

Cost Volume Profit relationship, cost behavior pattern, Marginal costing, Contribution margin concept, Marginal and absorption costing distinguished, breakeven point, uses of break even analysis, applying CVP analysis, limitations of CVP analysis.

Decisions involving alternate choices

Nature of managerial decision making; Characteristics of costs for decision making; Concept of differential costs; Decisions to make or buy, to accept special order, to drop a line, selling or further processing, decision regarding equipment replacement and decision regarding construction of facilities.

Cost Analysis and Pricing Decisions

The need for pricing decision; Objective of pricing; Pricing strategy; Factors influencing pricing decisions; Influence of costs as a pricing tool

Budgeting and Budgetary Control

Elements of management planning and control system; Budgeting as a tool of management planning and control; Uses and organization of budget; Concept of limiting budget factor; Budget preparation

Standard Costing and Variance Analysis

Importance of standard costing vs Historical Costing; The need for standards and its limitations; Types of standards and its levels; The process of developing standards; The establishment of standard costs; Variance analysis

Responsibility Accounting

Introduction; Pre-requisites of responsibility accounting; Advantages and limitations of responsibility accounting; Controllable and uncontrollable costs in responsibility accounting; Responsibility centers of control – cost center, revenue center, profit center, investment center

Divisional performance appraisal - The meaning of divisions; Measurement of divisional performance – return on investment and residual income approach

Strategic Cost Management

Meaning and definition of ABC; Value chain analysis, target costing, life cycle costing, quality costing

Problem Solving

Topic of coverage	Problem Solving
Cost Allocation	Problems in overhead absorption and under and over absorption
Methods of Costing	Problems in each of the method
Cost Volume and Profit Analysis	Problems on marginal costing and CVP analysis
Decision involving alternate choices	Problems relating to subtopics of Decision involving alternate choices
Budgeting and Budgetary Control	Problems in Preparation of budgets
Standard Costing and Variances Analysis	Problems in calculating variances for different elements of costs and interpreting the same
Activity Based Costing	Problems in ABC

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Management Accounting	2
Cost Concepts	2
Cost Allocation	3
Methods of costing	3
Cost Volume Profit Analysis	3
Decisions involving alternate choices	4

Topic	No. of Sessions
Cost Analysis and Pricing Decisions	2
Budgeting and Budgetary Control	3
Standard Costing and Variance Analysis	3
Responsibility Accounting	2
Strategic Cost Management	3
Total	30

Personal Effectiveness Management

Course Code : SL MS 502

Sessions : 30

Credit : 3

Semester : II

Objective

The objective of this lab is to develop the student's inter-personal skills, which relate to situations in the business environment. The skills include team building, leadership, time management, assertive skills, conflict management and negotiation skills.

REFERENCE BOOK	AUTHOR/PUBLICATION
Presentation and Reading Skills	IBS Publication
Business Vocabulary	IBS Publication
Emotional Intelligence	IBS Publication
Stress Management	IBS Publication
Negotiation Skills	IBS Publication

Detailed Syllabus

During SS Lab - I, the students are imparted training in behavioral skills. Thirty four attribute/qualities have been identified as areas where students might require training inputs. These include Self Awareness, Stress Management, Self motivation, Positive thinking, Self esteem, Team play, Motivation, etc. Most of these training requirements will be catered for.

In order to make the training effective, the training needs of students are identified generally through psychometric testing and Thomas Profiling by qualified professionals. In cases where Thomas profiling is not adopted a comprehensive curriculum catering to most of the training needs are conducted. Where Thomas profiling is adopted those training needs having an overlap and similarity of nature have been grouped together and modules have been formed.

The modules have been so designed that not only do they cater for specific training needs, but also cater for common training inputs which are required for all students. Thus a module will cater for general requirements as well as those which require emphasis. The common training inputs are self awareness, presentation skills, self esteem, etiquette, summer internship orientation and an exposure to interviews and group discussions.

After identification of his/her training needs, the students are required to attend one of the following three training modules mentioned below:

- Communication Skills.
- Interpersonal Skills.
- Time management, goal setting and motivation.

Strategic Management

Course Code : SL GM 611

Sessions : 40

Credit : 4

Semester : III

AIM

The objective of this course is to introduce the student with basic knowledge on the dynamics of Strategic Management - Formulation & Implementation and its complexities in a global environment and enable understanding of the underlying factors that explains business success and failure. Students will also acquire working knowledge of corporate restructuring, mergers and acquisitions, alliances and familiarize them with emerging thoughts and practices in the field of strategic management.

Learning Outcomes:

- 1) Differentiate strategic management from operational management and identify the strategy development process including the different levels of strategy.
- 2) Articulate the purpose of an organization's existence and communicating the same to all stakeholders.
- 3) Analyze the key structural drivers in the business environment to identify opportunities, threats and strategic gaps.
- 4) Discuss contemporary approaches to strategy development processes, evaluation of strategic choices; assess the role of a corporate parent in a multi-business organization and its value adding capabilities in managing a portfolio of businesses.
- 5) Contrast the different bases of achieving competitive advantage and outline the means to achieve sustainability in a competitive environment for an SBU.
- 6) Understand the compelling needs of restructuring a firm and various ways of implementing the same.
- 7) Discuss the Key tasks for effective strategy implementation and assess how to align them.
- 8) Outline cooperative strategies open to a firm, identify conditions for successful collaborations and analyze causes for break up.
- 9) Familiarize and apply modern tools of strategy implementation and control.

Suggested Text Book for distribution to Students

TEXT BOOK	AUTHOR/PUBLICATION
Exploring Corporate Strategy	Keven Scholes & Gerry Johnson; VII Edition; Pearson
REFERENCE BOOKS	AUTHOR/PUBLICATION
Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts & Cases	Thompson et al. Tata McGraw Hill – 2006, 14th e

REFERENCE BOOKS	AUTHOR/PUBLICATION
Competing for the Future	Prahalad, C.K./Hamel, Gary-, Free Press – 1996
Competitive Strategy	Porter, Michael E. The Free Press – 1990
Competitive Advantage	Porter, Michael E. The Free Press – 1985
Future of Competition	Prahalad, C.K. and Venkat Ramaswamy, HBS Press, 2004

Detailed Syllabus

Introduction to Strategic Management:

- Introduction to Strategic Management
- Evolution of Strategic Thinking - Views of Eminent Thinkers
- Strategic vs. Operational Management
- Strategic Management Process
- Levels of Strategy (Corporate, Business, Functional).

The Strategic Position:

- The Environment (Porter's Five Forces Framework, PESTEL, Strategic Gaps, SWOT; Challenges in International Business Environment; Hofstede Cultural Dimensions, Internationalization).
- Expectations and Purposes: Organizational Purposes, Stakeholder Mapping, Communicating Organizational Purposes (Core Values & Ideology, Vision, Mission, Objectives).
- Strategic Capability: Critical Success Factor - Experience Curve - Strategic Capability – Resources - Core Competence - Competition View of Strategy vs. RBV, Value Chain Analysis.

Strategy Development:

- Multiple approaches - Strategic Planning System, Logical Incrementalism, Learning Organization, Strategic Leadership.
- Implications - Intended, Realized, Emergent Strategy - Strategic Drift.

Strategic Choices

Corporate-level Strategy:

- Value Creation and the Corporate Parent-Portfolio Manager (Eg. BCG, GE Matrices), Synergy Manager, Resource Allocator, Restructurer, Parental Developer.
- Managing the Corporate portfolio – BCG, GE Matrices.
- Product/Market Diversity – Related/Unrelated Diversity.
- International Strategy–Market Selection and Entry.
- Business-level Strategy: Generic Strategies; Cost Leadership, Product Differentiation, Focus; The Hybrid Strategy.
- Directions for Strategy Development: Product Development, Market Development, The TOWS matrix.
- **Strategy Implementation:** McKinsey 7S Framework

Competing for Future:

- Beyond Restructuring and Re-engineering
- Emerging Strategy Paradigms – Unlearning Curve, Strategy as Stretch and Leverage, Co-Creation.

Corporate Restructuring:

- Basic Tenets – Forms of Restructuring
- Asset Capital
- Organizational/Business Restructuring Outcomes

- Numerator and Denominator Management
- Force Field Analysis

Turnaround Management: Turnaround Stage Theory: Decline-Response Initiation-Transition-Outcome.

Strategic Alliances and Joint Ventures: Franchising – Licensing - Motives and Types - Successful JVs Life Cycle of a JV - JV Failures.

Mergers & Acquisition: Organic Vs. Inorganic Growth - Theories of M&A - Types and Motives - Synergy - Financing (LBO) – Issues leading to failure of M&A's.

Strategic Tools:

- Benchmarking
- Business Process Re Engineering
- Reverse Engineering
- Balance Score Card

Contemporary Issues:

- Blue Ocean Strategy
- Competitive Innovation
- Bottom of the Pyramid

Suggested Cases

- Ministry of Sound - Introduction to Strategy - Johnson and Scholes, Exploring Corporate Strategy
- Airlines – Post 9/11 - Business Environment - Johnson and Scholes, Exploring Corporate Strategy
- The Formula One Constructors - Strategic Capability - Johnson and Scholes, Exploring Corporate Strategy
- The News Corporation - Corporate-level Strategy - Johnson and Scholes, Exploring Corporate Strategy

- Amazon - Diversification - Johnson and Scholes, Exploring Corporate Strategy
- Marks & Spencer - Strategic Leadership - Johnson and Scholes, Exploring Corporate Strategy
- Corus/GlaxoSmithkline - Mergers & Acquisition - Johnson and Scholes, Exploring Corporate Strategy
- SABMiller - Business-level Strategy - Johnson and Scholes, Exploring Corporate Strategy
- BMW - Market Development - Johnson and Scholes, Exploring Corporate Strategy
- Ford Motor Company Turn Around / Nissan Motorcycle - Turnaround management - ICMR

Suggested Session Plan

Topic	No. of Sessions
Introduction to Strategic Management	2
The Strategic Position	8
Strategy Development	3
Strategic Choices	7
Strategy Implementation	2
Competing for Future	3
Corporate Restructuring	3
Turnaround Management	2
Strategic Alliances and Joint Ventures	3
Mergers and Acquisitions	2
Strategic Tools	3
Contemporary Issues	2
Total	40

Legal Environment of Business

Course Code : SL GM 601

Sessions : 30

Credit : 3

Semester : III

Objective

To familiarize with the legal environment in which the business entities operate and provide basic appreciation of relevant legal provisions and their impact on business decisions and operations.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Legal Environment of Business	ICFAI
Student's Guide to Company Law	A K Majumdar - Taxmann Publishers
Student's Guide to Income Tax	V K Singhania - Taxmann Publishers
Company Law & Secretarial Practice	N D Kapoor - Sultan Chand & Sons
Income Tax Law & Practice	Gaur & Narang - Ludhiana Kalyani Publisher
Elements of Mercantile Law	N D Kapoor - Sultan Chand & Sons
SEBI Guidelines	Nabhi Publication
Mercantile Law	Avatar Singh – Eastern Book Company
Banking Law and Practice	Vashney – Sulton Chand, 2002 Publications
Information Technology Act	Satya Prasad – Asia Law House

Detailed Syllabus

Introduction to Legal Environment

Meaning of Law – Purpose of Law – Sources of Law – Classification of Law – Torts – National and International Law – Evolution of Mercantile / Business Law – International Business Law – Justice Delivery System in India.

Business Contracts

- Legal Elements of Contracts – Parties – Offer – Acceptance – Consideration
- Types of Contracts – Valid Contracts – Voidable Contracts – Breach of Contracts and Remedies – Payment of Damages

- Contracts of Agency – Rights and Duties of Principal and Agent – Termination of Agency
- Special Contracts – Guarantee / Indemnity / Letter of Credit / Lien / Set Off
- Important Clauses in Corporate & Commercial Agreements
 - Description of Parties – Recitals of Subject – Consideration – Covenants and Undertakings – Signatures and Attestation – Endorsement and Supplement Deeds – Stamp Duty and Registration – Applicable Law – Force Majeure – Notice – Arbitration.

- Employer and Employee Contracts
 - Conditions – Obligations – Termination – Liquidated damages – Data Privacy – Confidentiality – Indemnification.

Non-Corporate Business Entities

- Legal Formalities and Registration – Rights and Liabilities of Members – Sole Proprietorship – Partnership – society
- Limited Liability Partnership Firms (LLPs) – Hindu Undivided Family (HUF).
- Insolvency – Acts of Insolvency – Consequences.

Law Relating To Corporate Business Entities

- Advantages of a Corporate Entity – Salient Features of a Company – Lifting the Corporate Veil – Types of Companies – Difference between Private and Public Companies
- Incorporation of a Company – Documents of Incorporation
- Raising of Capital from Public – Prospectus – SEBI Guidelines.
- Share Capital and Allotment
- Transfer of Shares – Buyback of Shares – Dividend on Shares.
- Company Management – Qualifications for Appointment of Directors – Duties and Liabilities of Director
 - Meetings and Resolutions
 - Board Meetings – Statutory Meetings
 - Annual General Meeting – Extraordinary General Meeting
 - Voting- Proxy
 - Resolutions.
 - Reconstruction and Amalgamation
 - Mergers and Acquisitions
 - Winding up

Property Law for Business

- Classification of Property – Moveable and Immovable Property / Tangible and Intangible Assets
- Sale and Agreement to Sell – Rights and Duties of Seller and Buyer – Rights of Unpaid Seller (Sale of Goods Act)
- Borrowing against Property as Security
 - Hypothecation / Pledge of Current Assets – Rights and Liabilities of Parties
 - Mortgage of Immovable Property
 - Registration of Charges by Companies
- Hire Purchase / Lease of Property
- Exchange / Gift / Assignment of Property
- Intellectual Property Rights
 - Classification – Protection of IPR Law against infringement – Remedies.

Business and Tax Laws

Classification of Taxes – Income Tax – Wealth Tax – Excise Customs Duty – Sales Tax – VAT – Service Tax.

Financial Services – Legal and Regulatory Environment

- Banking – Regulation of Banking in India – RBI & Banking Regulations Act
 - Negotiable Instruments Act
 - Kinds of Negotiable Instruments – Special Characteristics – Cheques – Crossing of Cheques – Endorsements
 - Banker's Duties and Liabilities for Collection and Payment of Cheques
 - Dishonor of Cheques – Liabilities of Parties and Penalties
 - SARFAESI Act – Salient Features – Execution.

- Insurance
 - Essential Elements of Insurance Contracts
 - Principles of Insurance – Insurable Interest – Indemnity – Causa Proxima – Risk – Mitigation of Loss – Subrogation – Contribution – Reinsurance – Double Insurance.
 - Standard Clauses in Insurance Policies – Fire Insurance – Marine Insurance – Liability Insurance.
 - IRDA – Role and Functions
- Trading of Securities – Market Regulation by Companies Act – Securities Contracts Regulation – SEBI – Stock Exchanges – Depositories.

Business Transactions and Cyber Law

Application of IT Act, 2000 to Contracts and Transactions

Digital Signature and Authentication of Electronic Records

Cyber Offences and Penalties.

Competition and Consumer Protection

- Consumer Protection Law in India – Redressal Procedure
- Competition Law in India – Prohibition of Anti-competitive Agreements and Abuse of Dominant Position
- Restrictive and Unfair Trade Practices
- Product Liability
- Public Interest Litigation in India
- Class Action Suits in US.

Environment Protection and Business Obligations

- Types of Pollution
- Rule of Strict Liability and Absolute Liability

- Applicability of Criminal Law
- Environmental Legislations in India – An Overview.

Alternative Dispute Resolution Mechanisms (ADR)

- Alternative Dispute resolution Mechanisms
- Arbitration and Conciliation Law in India.

Cases

Faculty will be handling eight or more cases.

- Nuisance Must Happen!
- Overseas Liability for Credit Card Issuers
- Can Advertisements Create a Contract?
- Contracts over Telephone
- But Minor is an Innocent!
- Identity Crisis in Contracts
- Unilateral Mistake and Blind Belief
- Stranger to Contract
- Confusion over Subject
- Claim beyond Sight
- VRS: Is It a Right of the Employee?
- Agreeing under Pressure
- Is a Bank Guarantee More than a Normal Guarantee?
- Proof of Agency: Whose Burden?
- Letter of Credit and Sale
- Can there be a Pledge by Documents?
- Implied Authority of Partners
- Salomon and Salomon: Is One and the Same?
- Is a Company a Citizen?
- Do Workmen Have a Stake in the Company?
- “Monsoon Wedding”: Only by Invitation

- Harsh Truths in Software Piracy
- Recognize Profit: Ignore Loss!
- Purchase of Business vs. Purchase of Property
- Over Flowing Cash: Is it a Losing Business?
- Dishonour of Cheque: Jeopardy of a Joint Account Holder
- Stop Payment Cannot Save Criminal Action?
- Should Insurer Compensate Loss from Riots?
- Manipulating Public Issue: Is it a Fraud?
- Know Your Customer
- Invasion of Privacy over Internet
- Car Parking in Hotel Premises at Risk
- Seeds Fail the Farmer
- Trade and Environment: Conflict and Compatibility
- Arbitration Clause is Enough to Arbitrate

(Source: Case Studies in Management Volume IX)

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Legal Environment	2
Business Contracts	5
Non-Corporate Business Entities	2
Law Relating to Corporate Business Entities	5
Property Law for Business	5
Business and Tax Laws	2
Financial Services – Legal and Regulatory Environment	4
Business Transactions and Cyber Law	1
Competition and Consumer Protection	2
Environment Protection and Business Obligations	1
Alternative Dispute Resolution Mechanisms	1
Total	30

Business Ethics & Corporate Governance

Course Code : SL GM 602

Sessions : 30

Credit : 3

Semester : IV

AIM

The course aims to provide a brief background of ethical, moral and value based issues in evaluation of society and its impact on business relationship.

Learning Outcomes

1. Explain the concept of ethics, morality, values and utilise them to solve typical real life business problems.
2. Demonstrate the ethical perspectives in different functional department of the organisation such as marketing, finance, strategy and ethical issues at workplace.
3. Analyze the different approaches of Corporate Social Responsibility (CSR) and discuss the current CSR practices in India as well as abroad.
4. Compare the different Global Corporate Governance models and assess the change in Governance mechanism over the period of time.
5. Rate different organisations as per the different Corporate Governance rating models.
6. Discuss the recommendations of different committee reports as well as different clauses and acts regarding Corporate Governance mechanism

REFERENCE BOOKS	AUTHOR / PUBLICATION
Ethics in Business & Corporate Governance:	S.K. Mondal ,Tata Mcgraw Hill, Edition 2010
Corporate Governance Principles, Mechanisms & Practice	Swamy Dr. Partha Sarathi, Biztantra 2010 Indian Text Edition
Business Ethics & Corporate Governance	An Indian Perspective - A. C. Fernando - Pearson Education
Business Ethics: Concepts and Cases Sixth Edition	Manuel G. Velasquez
Business Ethics Managing corporate citizenship and sustainability in the age of globalisation - Second Edition	Andrew Crane, Dirk Matten - Oxford University Press
Business Ethics & Corporate Governance	IUP
Corporate Governance	T.N. Satheesh Kumar - Oxford University Press, 2010
Business @ Governance & Sustainability	The Institute of Company Secretaries of India (Taxmann), 2010

Detailed Curriculum

Understanding Ethics: Morality, Ethics & value: Ethical absolutism, relativism, subjectivism, Meta Ethics, Normative Ethics (Teleological Ethics, deontological ethics & Ethics by virtue), Applied Ethics, Traditional Ethical Theories : Consequential, Non Consequential Ethics of Rights : Moral Right, Legal right, Positive Right, Negative right, Kantian Right & Categorical Imperative, Ethics of Justice : Distributive Justice, Retributive justice & Compensatory justice, Ethics of care - Law and morality: Kohlberg Model, Gilligan Model.

Managing Business Ethics: *Organisation & its Customers* : Products safety & liability, product information, Intellectual Property Right Acts, Advertisement & regulations, Consumer Rights & Consumer protection Act.

Organisation & its employees: Ethical issues, discrimination at -work place Affirmative action, reinforcing and structuring ethics in organisation, code of conduct, Employees responsibility in the organisation.

Organisation & natural Environment: Environment Protection Acts, sustainable development, green marketing, Environment and social impact of projects. Ethics in Marketing, Finance and business Ethics in global contexts.

Corporate Social Responsibility: Trusteeship concept of Mahatma Gandhi, Multiple Stakeholder theory, Social responsibility of business: debates for and against. **London Group Benchmarking Model, Ackerman's Model, Carroll's Four Part Model.**

Indices for CSR: Business in Environment (BIE) Index, Dow Jones Sustainability Group Index, Tomorrow Index. Business of Mohammad Yunus.

Complexity of Ethical Issues: Conflicts in decision making from ethical and economic point of view-Ethical Dilemma: **Prisoner's Dilemma** - Solving ethical dilemma Managerial integrity and decision making with special reference to bribery, child labour, wages etc.

Ethical Leadership: Personal Integrity and self development - wisdom based leadership.

Evaluation of Corporate Governance: History of Corporate form and models - Corporate Objectives and goals, Ownership pattern - Issues in managing public limited firms - Agency problems, stewardship concept.

Global and National Perspectives - Global Corporate Governance models - Anglo American and Relationship model (Germany, Japan and France) - Claims of Various Stakeholders - Why governance -Changes in eighties - Cadbury Report, Hampel Report and OECD Committee Recommendations -SOX Act.

Internal Corporate Governance Mechanism: Board of Directors - Functional Committees of Board; Code of conduct, Whistle blower protection act.

External Corporate Governance Mechanism: Emerging role of Regulators in India, Gate keepers. Minority Investor Protection, Role of Institutional Investors, Corporate Raiders - Company Law take over code.

Corporate Governance Ratings & Business Excellence Awards

Corporate Governance in India: Corporate form in India post independence and post liberalisation - CII, Kumaramangalam, Narayanamoorthy, Naresh Chandra, JJ Irani Committee reports - Legal and Regulatory Changes - introduction and modification of Clause 49, Board Composition, Structure, numbers and types of directors, duality of the roles of Chairman & CEO, mandatory and voluntary requirements with special references to various committees and disclosure norms, - Corporate governance in practice in India under Indian Companies act, Corporate frauds (Enron, Worldcom, BCCI, Satyam), Money laundering, FEMA& Competition act.

Cases

- A Dent in Wal Mart's public Image - The PR Strategy.
- China Aviation Oil's Collapse: Singapore INC's challenges.
- Child labor in Coca Industry - Obesity Concerns: Burger Kings Product Revanges.

Source: *Case Studies for Managers, Vol. II, IBSPCD*

- Bhopal Gas Tragedy

Source: *BECG Main Reference Book*

Suggested Schedule of Sessions

Topic	No of Sessions
Understanding Ethics	3
Managing Business Ethics	7
Corporate Social Responsibility	3

Topic	No of Sessions
Complexity of Ethical Issues	3
Ethical Leadership	1
Evaluation of Corporate Governance	3
Internal Corporate Governance mechanisms	3
External Corporate Governance Mechanisms	3
Corporate Governance Ratings	1
Corporate Governance in India	3
Total	30

Soft Skills: Preparation of Placement Process

Course Code : SL MS 601

Credit : 4

Sessions : 40

Semester : III

Objective

The objective of this course is to provide competencies to the Students to face Interviews, GDs, and other selection procedures adopted by the Corporates.

Detailed Curriculum

- Practice Interviews/Telephonic Interviews/ Interviews on Skype
- Practice GDs
- Sessions on Aptitude Tests
- Sessions on Domain Knowledge (to be conducted with integrated efforts by Teaching Faculty, Placement Managers and Soft Skill teachers)
- Psychometric Tests (from the Recruiter's point of view)

Suggested Allotment of Sessions

Topic	No of Sessions
Practice Interviews/Telephonic Interviews/Interviews on Skype	8
Practice GDs	7
Sessions on Aptitude Tests	9
Sessions on Domain Knowledge	12
Psychometric Tests	4
Total	40

Note: There could be modifications to suit the specific requirements of the campuses. In addition to the number of sessions allotted to Integrated Placement / Faculty Classes, these sessions can be extended to ensure that students are well prepared to meet the requirements of specific recruiters during the placement period.

Marketing Research

Course Code : SL MM 601
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To familiarize students with the role of Marketing Research in marketing decision making and to assist them in applying research to marketing issues; specifically, to design, conduct, analyze, interpret and document a sound market research study.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Marketing Research	Aaker, Kumar & Day, John Wiley & Sons, Asian Edn.
Marketing Research - An Applied Orientation, 5 th e	Malhotra, Naresh K. Prentice Hall of India
Multivariate Analysis, 5 th e	Hair, Joseph F. et al. Prentice Hall - 1998
Qualitative Methods in Management Research	Gummesson, E. Sage Publication
Marketing Research, 3 rd e	Nargundkar, R. Tata McGraw Hill
Marketing Research – Concepts & Cases	Boyd et al. Irwin Publications

Detailed Syllabus

Introduction: Role of marketing research in decision making. Applied research versus basic research. Different types of marketing research, Types of research – customized, syndicated & retail audit, Ethics & professionalism in marketing research – Code of Ethics, research supplier ethics, research client ethics, field service ethics, respondent rights, The marketing research process, Designing a marketing research proposal.

Sources of secondary data and how to use them: Government sources: Census of India, Various Ministry Reports. Reports of Commercial Intelligence & Statistics, Export Development Authorities, TRAI, IRDA, etc. Economic Survey. State Government sources, Private sources: Industry Organizations & their publications. Company annual reports, Commercial data sources: CMIE, Indiatat.com,

Relevance & utility, advantages & limitations of available secondary data.

Methods of Data Collection

Attitude Measurement Using Surveys: Revision of different types of scales – graphic rating scales, itemized rating scales, rank order scales, Q-sorting, paired comparison, constant sum scales, purchase intent scales. Issues in scaling. Designing single item vs. multi-item scales. Methodological limitations.

Experimentation: One-Shot Case Study, One-Group Pretest-Posttest Design, Static-Group Comparison, Before & After With Control Group, After-Only With Control Group, Solomon Four Group Design, Interrupted Time Series Designs, Multiple Time Series Designs. Factorial Design, Latin Squares. Methodological issues in Experimentation.

Qualitative Research: Basics of Qualitative Research, Focus Groups: Procedures of conducting focus group discussions, analyzing and reporting. Methodological advantages & limitations, Depth interviews: Procedures for in-depth interviews. Methodological advantages and limitations, Projective techniques: Word association, sentence & story completion, cartoon tests, photo sorts, consumer drawings, third person techniques.

Observation Research:

Conditions for using observation research. Advantages & disadvantages, Human observation: Mystery shopper, one way mirror observation, hopper patterns studies, content analysis, humanistic enquiry, audits, Machine observation: Traffic counters, physiological measurements, opinion & behavior measurement, scanner based research

Special Methods in Marketing Research: Delphi technique, panel research, cohort analysis, case method as a research tool.

Sampling Design & Sample Size Determination

Questionnaire Design: Open ended, closed ended & dichotomous questions, scaled response questions. Steps & issues in questionnaire design – including pilot testing & revisions.

Marketing Research in Practice:

Product Research: Concept & product testing. Test marketing, Advertisement Research: Ad tracking research – dip stick studies, on-air testing. Approaches to TV viewership ratings, Satisfaction Research: Customer satisfaction research –different approaches & methodologies. Applications in service industry, Industrial Market Research: Nuances of conducting an industrial marketing research in the Indian context. Contrast with consumer research.

Methods of Data Analysis, Interpretation & Presentation: Tabulation & presentation of data (Students to revise hypotheses testing, multiple regression, etc., through self study)

Factor Analysis: Revision of theory & exercises

Cluster Analysis: Revision of theory & exercises

Discriminant Analysis: Revision of theory & exercises

Multidimensional Scaling: Basic Concepts in Multidimensional Scaling (MDS), Classifying MDS Techniques, Conducting Multidimensional Scaling, Scaling Preference Data, Marketing applications of MDS, Market segmentation, New product Development. Correspondence Analysis, Relationship among MDS, Factor Analysis, and Discriminant Analysis.

Conjoint Analysis: Basic Concepts, Conducting Conjoint Analysis, Formulating the Problem, Constructing the Stimuli, Deciding the Form of Input Data, Selecting a Conjoint Analysis Procedure, Interpret the Results, Assessing Reliability and Validity. Applications of Conjoint Analysis in Marketing.

Cases

Faculty will be handling eight or more cases

- Marketing Research at P & G
- Bose Corp.: Better Sound through Research or Better Sales through Marketing? Advanced Micro Devices – Life Beyond Intel
- Pfizer's Torcetrapib Failure: The Risks of New Drug Development
- Coach Inc.: From Staid to Stylish
- Guatemala: Evolving 'The Soul of the Earth'
- Failure of New Coke
- Match.com - The World's Leading Online Personals Site

- Unilever’s “Real Beauty” Campaign for Dove
- Advertising Research Helps Amul Challenge Kwality Walls
- Google and its TV Ads Program

Source: Case Studies in Marketing Research & Product Management

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction (Including case discussion)	2
Sources of secondary data and how to use them	2
Attitude Measurement Using Surveys	2
Experimentation (Including case discussion)	2
Qualitative Research (Including case discussion)	2
Observation Research (Including case discussion)	2

Topic	No. of Sessions
Special Methods in Marketing Research (Including case discussion)	1
Sampling Design & Sample Size Determination	1
Questionnaire Design	2
Marketing Research in Practice (Including case discussion)	3
Methods of Data Analysis, Interpretation & Presentation	1
Factor Analysis (Including case discussion)	2
Cluster Analysis (Including case discussion)	2
Discriminant Analysis (Including case discussion)	2
Multidimensional Scaling (Including case discussion)	1
Conjoint Analysis (Including case discussion)	3
Total	30

Consumer Behavior

Course Code : SL MM 602
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To understand the various factors influencing behavior of consumers – as individuals and as members of a group/society, and also the impact of consumerism in the contemporary environment.

To understand the behavior of consumers – decision making, post-purchase behavior, behavior in a shopping environment, etc. To understand the behavior of organizations as consumers.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Consumer Behavior	ICMR
Consumer Behavior, 5e	Schiffman, Leon G / Kanuk, Leslie Lazar Prentice-Hall, India
Consumer Behavior	Hawkins et al. McGraw Hill
Consumer Behavior	Blackwell et al. Thomson
Consumer Behavior	Solomon, Prentice Hall
Consumer Behavior: Concepts & Applications	Loudon, David / Bitta, Albert Della. Tata McGraw Hill

Detailed Syllabus

Introduction to Consumer Behavior:

Definition, Role of Consumer Behavior in Marketing, Distinction among consumer, customer, buyer, user and payer. Framework of Consumer Behavior – Internal Influences, External Influences, Self-Concept & Life Style and Decision Process. Interdisciplinary subject encompassing concepts from psychology, sociology, anthropology, micro-economics and organizational (buying) behavior. Applications of Consumer Behavior.

Consumerism & Consumer Behavior in the Contemporary Environment:

Consumer movement & consumer rights. Concerns of consumers – government regulations & role of non-government organizations in addressing the same. Changing face of consumer behavior

under the new scenario of globalization, technological changes, new retailing environment, etc.

CONSUMERS AS INDIVIDUALS

Personality and Self Concept in Consumer Behavior: Aspects of Personality & Impact on Consumer Behavior. Personality Theories – Freudian, Neo-Freudian and Trait Theories, Consumer Personality & Brand Personality, Self Concept – Types & Applications

Consumer Needs & Motivation: Needs & Wants, Latent & Manifest Motives in a Purchase Situation, Maslow's Needs & Consumer Behavior, Trio of Needs Theory, Motivation Theories - Optimum Stimulation, Hedonic Experiences, maintaining behavioral freedom, avoiding risk, attributing causality. Motivational Conflict, Motivational Research.

Consumer Perception: Perception Process & Involvement, Sensation & Sensory Thresholds, Sensory Overload & Selective Perception, Use of Gestalt Principles in Marketing Communications, Common Perceptions of Colours, Interpretation – Semiotics. Perceived Risk. Perceptual Positioning & Perceptual Mapping.

Consumer Attitude Formation & Change: Attitude functions. Tri-component attitude model, hierarchies of attitude components. Multi-attribute attitude models. Attitude measurement. Changing consumer attitudes.

Consumer Learning: Applications of behavioral learning theories (classical conditioning & operant conditioning) and cognitive learning theories (iconic rote, vicarious/modeling and reasoning/analogy) to consumer behavior.

CONSUMERS IN THE SOCIAL CONTEXT

Reference Groups & Opinion Leadership: Consumer socialization & consumption community. Types of reference groups, their nature of power & influence. Effect of reference groups on product & brand purchase. Opinion leaders – their role & types. Identifying opinion leaders and market mavens.

Family, Gender & Age Influences: Family decision making roles, conflicts and their resolution. Role of gender and age in family decision making. Family life cycle and consumer decisions.

Social Class & Consumer Behavior: Social class – its components & impact on consumer behavior. Measuring social class, India's socio-economic classification. Influence of social mobility on consumer behavior. Targeting the poor & the rich, status symbols & conspicuous consumption.

Cultural Influences on Consumer Behavior: Characteristics of culture, application of cultural learning & rituals in consumer behavior. Types of sub-cultures in the Indian context. Cross-

cultural influences. Cultural lessons in international marketing.

CONSUMER DECISION MAKING & BEHAVIOR

Diffusion of Innovation: Types and degrees of innovation & behavioral demands. Factors affecting adoption/diffusion & the decision making process. Adopter categories. Factors affecting speed of diffusion. Marketing strategies for enhanced diffusion.

Consumer Decision Making: Types of decision making & involvement. Information search pattern & marketing strategy. Categories of decision alternatives. Hierarchy of effects. Types of choice models – multi-attribute, additive difference, conjunctive, disjunctive, lexicographic & elimination by aspects. Modeling consumer decision making – Howard-Sheth model, Nicosia model and Engel-Blackwell-Miniard model.

Consumer in the Market Place: Factors influencing consumer outlet choice. Shopping orientation & shopping styles. Types of purchases. In-store influences on purchase.

Consumer responses to marketing communications. Different forms of advertising appeals & consumer behavior.

Post-Purchase Behavior: Satisfaction/dissatisfaction – loyalty/non-use or complaint behavior. Measuring satisfaction, handling complaints, achieving customer loyalty. Post-purchase dissonance – causes and approaches to reducing the same. Disposal alternatives.

Dark Side of Consumer Behavior: Concerns of marketers and dark side of consumer behavior (addictions, devious behaviors).

Organizational Consumer Behavior: Organizational buying roles, buying situations & buying processes. Influences on organizational buying behavior.

Cases

Faculty will be handling eight or more cases

- Online Matrimony Services in India
- Maruti - Valuing the Indian Used Car Market
- CASAS BAHIA : Marketing to the Poor
- Tesco - The Customer Relationship Management Champion
- Coca Cola India's Thirst for the Rural Market
- Pepsodent - Charting Growth in Indian Oral Care Market through Segmentation
- MTV : Connecting with the Customer
- ITC's Foray into Convenience Food Market
- Fast Food Fables
- Guatemala - Evolving 'The Soul of the Earth'
- The Price War in Gujarat Newspaper Industry
- HSBC - Local Bank to the World
- Kellogg's Indian Experience
- Archies – The Way Indians Greet
- Lego Toys - The Story of Playful Learning
- Market Expansion Strategies Of Maruti Udyog
- Reebok's Changing Gameplan
- Krispy Kreme Doughnuts - America's Hottest Brand
- Detroit - Getting Ready for an Image Makeover
- Shoppers' Stop Consumer Loyalty Program
- The Teleshopping Business in India
- Tupperware - Influencing Opinions through Word-of-Mouth
- Shopping Malls - A New Shopping Experience

- Adbusters Media Foundation -The Global Network of Social Activists
- Kohl's Tie-Up with Estée Lauder - Influencing Customer Perceptions
- Pet Services in India - From Bow-Bow to Wow-Wow
- Shared Values - A Campaign Gone Hollow?
- Haldiram's - The No:1 Choice of Consumers
- Fairtrade - Influencing Purchase Decisions
- Dove - Campaigning for Real Beauty

Source: Case Studies in Consumer Behaviour

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Consumer Behavior	1
Consumerism & Consumer Behavior in the Contemporary Environment	1
Personality and Self Concept in Consumer Behavior	2
Consumer Needs & Motivation	2
Consumer Perception	2
Consumer Attitude Formation & Change	2
Consumer Learning	2
Reference Groups & Opinion Leadership	2
Family, Gender & Age Influences	2
Social Class & Consumer Behavior	2
Cultural Influences on Consumer Behavior	2
Diffusion of Innovation	2
Consumer Decision Making	2
Consumer in the Market Place	2
Post-Purchase Behavior	2
Dark Side of Consumer Behavior	1
Organizational Consumer Behavior	1
Total	30

B2B Marketing

Course Code : SL MM 603
Credit : 3

Sessions : 30
Semester : III/IV

Objective

This course is designed for any student aspiring to develop a greater understanding of Business markets and derived demand. The course focuses essentially upon

- i). how to focus on Customers’ customer and what drivers the Business customers in this Pursuit
- ii). how to identify and relate the marketing mix for Business markets.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Industrial Marketing	ICMR
Industrial Marketing : Analysis, Planning & Control, 2 nd e	Reeder, Robert R et al. Prentice-Hall, India
Business Marketing Strategy –Concepts & Application	Rangan, V. Kasturi et al. Irwin McGraw Hill - 1995
Business Marketing Management: A Strategic View of Industrial and Organizational Markets	Hutt / Speh – South Western Educational Publishing
Business Marketing – A Global Perspective, 1 st e	Hayes / Jenster. Irwin/ McGraw-Hill - 1996
Business Marketing	Malhotra, Naresh

Detailed Syllabus

Introduction: The Need to Study Industrial Marketing - Volume of Trade Linked to Industrial Markets - Indian and the Global Scenario. Consumer versus Business markets. Business marketing environment Classification of Business products

Demand Issues: Concepts of Derived Demand - Short Term and Long Term Demand Issues - - Nature of derived demand, cross elastic demand, fluctuating demand, bull whip effect, inelastic demand, stimulating demand. Economic Linkages to Demand Studies

Organizational Buying Behavior: Classification of business customers - Traders - Manufacturers - Service Buyer - Systems Buyer.

Buying decision process, buying situations, Buy grid, Buying center, Models of organizational buying behavior. Government / public sector buying procedures .Buyer seller relationships Uncertainties, Types buying orientation Types of Buyer seller relationships, managing relationships with suppliers, customers and distributors, conflicts and resolutions. Strategic alliances with customers ,suppliers, competitors and government.

Industrial Marketing Intelligence: Assessing market opportunities. The marketing intelligence system, industrial marketing research, research process, demand analysis.

Marketing Strategies: Formulation of Marketing Strategies for Industrial Products –

Concept of strategic planning, Role of marketing in strategic planning, Marketing strategies, planning process, tools for designing Business marketing strategies Industrial Market Segmenting, Targeting and Positioning – Segmenting the business market, criteria, Bases, Evaluating segments, targeting strategies, positioning. Nesting- a typical business market segmentation process.

Product Decision in Industrial Marketing:

Make or Buy Decisions - Vendor Development and Management, Product Bundling, Product Revival. New product development, First to market versus follower, initiatives, adoption and diffusion process.. New product testing in business markets. Role of branding in Business markets

Pricing: Types, methods and strategies, factors affecting pricing, pricing across PLC, competitive bidding, Types of discounts, Price negotiations, Leasing, Perspectives of contracts, Reverse Bidding (Online business auctions). Value analysis, Total cost of ownership, Concepts of Cost, price, value, Profits and customer surplus. Importance of pre tendering and tendering activities.

Business to Business Communication: The Media - Seminars - Trade Shows - Demonstration - Simulation. Role of advertising as a major support to sales force and channel.

Managing Distribution: Managing Distribution Channel structure, design, intermediaries, selecting intermediaries, managing relationships

Marketing of Services to Industrial Markets: Industrial Repairs & Services Marketing, Maintenance Services, Annual Maintenance Contract, Outsourcing Servicing

Recent Developments in Industrial Marketing: Measuring Marketing Performance, e-Business for Industrial Consumers, e-Supply chains in industrial markets.

Cases

Faculty will be handling eight or more cases

- Industrial Designing in India: Waking up to the Global Demand
- Intel - The Component Branding Saga
- Bosch's Initiatives to Avoid Inventory Buildup
- 'Cost Erosion' at Tata Motors
- Information Technology Outsourcing at BBC
- Danfoss' Business Strategy in China
- Qube: Market Development for Digital Cinema
- CONCOR: No More a Monopoly
- Microsoft's Strategy for Small Businesses (A): The Innovative PR Campaign for MS Office Accounting 2007 Punj Lloyd: Marching Ahead at Brisk Pace; (B): Marketing MS Office Live
- The Gujarat Government: Wooing Investors
- SAP India Targets Small and Medium Businesses
- TetraPak's Packaging Innovations
- Technology in Measuring Promotional Performance
- Natureworks: Market Development for Bioplastics
- Navman: The Resale Price Maintenance Controversy
- NTPC – Reliance: Conflict Over Gas Supply
- Hanover Messe: An Industrial Trade Fair
- AMD – Channel Support Strategies
- Corporate Catering by RKHS in India
- Rolls-Royce – A Manufacturer at Your Service
- Metaljunction.com: Redefining E-commerce Business in the Indian Industry

Source: Case Studies in Industrial Marketing

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction (Including case discussion)	2
Demand Issues (Including case discussion)	2
Organizational Buying Behavior (Including case discussion)	4
Industrial Marketing Intelligence (Including case discussion)	3
Marketing Strategies (Including case discussion)	3
Product Decision (Including case discussion)	3

Topic	No. of Sessions
Pricing (Including case discussion)	3
Business to Business Communication (Including case discussion)	2
Managing Distribution (Including case discussion)	2
Marketing of Services (Including case discussion)	3
Recent Developments in Industrial Marketing (Including case discussion)	3
Total	30

Services Marketing

Course Code : SL MM 604
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To focus on the research, strategy and application specific to decision-making in the highly competitive and rapidly growing services sector.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Services Marketing	ICMR
Services Marketing, 4 th e	Zeithaml Valerie / Bitner Mary Jo. Tata McGraw-Hill
Services Marketing, 6 th e	Lovelock, Christopher , Prentice-Hall, International Edition
Marketing Services: Competing through Quality	Berry, Leonard L / Parasuraman, A.
Services Marketing, 2 nd e	Nargundkar, Rajendra. Tata McGraw Hill - 2006
Managing Services Promises	Berry et al.

Detailed Syllabus

Introduction to Services Marketing:

Definition - Characteristics – Classification - Present Marketing Environment.

Services Marketing Mix: Understanding the 7 P's Product, Price, Place, Promoter, People, Process & Physical Evidence.

Gaps Model

Understanding the Customer: Services vis-à-vis goods, Consumer Behavior in Services - Customer Expectations of Services - Customer Perceptions of Services – Evaluation of services

Strategies for Services Marketing: Positioning & Differentiation

Demand & Capacity: Yield management

Service Development Design & Standards: New Service Development Process – Basic

service to potential service - Customer Defined Service Standards

Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries - Service process – Blue printing – Physical evidence

Managing Service Promise: Role of Advertising, Personal Selling and Other Communication

Pricing of Services

Evaluating Success of Service Offering: Service quality and measurement – SERVQUAL – Service recovery - Role of CRM

Current Trends in Service Industries and Understanding Specific Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public

Utilities, ITCS, Travel & Tourism, e-Services and Professional Services

Cases

Faculty will be handling eight or more cases

- Banyan Tree: Developing a Powerful Service Brand
- Bossard Asia Pacific: Can It Make Its CRM Strategy Work?
- Bumrungrad Global Services Marketing Strategy
- Charles Schwab’s Customer Focussed e-Business Strategy
- Coyote Loco Evaluating Opportunities for Revenue Management
- Customer Asset Management at DHL in Asia
- Customer Service in Singapore Airlines
- Giordano International Expansion
- Indian Railways at the Crossroads
- Kerela Tourism – Branding a Tourist Destination
- Lessons in Customer Service from Wal-Mart
- Marriott’s Customer-Focused E-Business Strategy
- Match.Com – The World’s Leading Online Personals Site
- Mumbai’s ‘Dabbawalas’ – An Entrepreneurial Success Story

- Revenue Management at Prego Italian Restaurant
- Walt Disney – The Evolution of the Brand

Source: Case Studies in Services Marketing

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Services Marketing	3
Services Marketing Mix	2
Gaps Modeling	2
Understanding the Customer	3
Strategies for Services Marketing	2
Demand & Capacity	2
Service Development	2
Delivering Services, Managing Service Promise, Pricing of Services	5
Evaluating Success of Service Offering	3
Current Trends in Service Industries and Understanding Specific Service Industries	6
Total	30

Integrated Marketing Communication

Course Code : SL MM 605
Credit : 3

Sessions : 30
Semester : III/IV

Objective

- i) To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process
- ii) To develop an understanding of the economic and creative justifications for marketing communications and
- iii) To be sensitive to legal and ethical considerations in the formulation and the implementation of marketing communications strategy.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Marketing Communication Strategy	ICMR
Advertising and Promotion	Belch, G E / Belch, M A. Tata McGraw-Hill
FCB Ulka Brand Building Advertising Concepts And Cases	Parameswaran, M G. Tata McGraw-Hill
Advertising Management, 5 th e	Aaker, David A et al. Prentice-Hall, India
Advertising Communications and Promotion Management	Rossiter / Percy - Tata McGraw Hill
Advertising and Promotion Management, 2 nd e	Rossiter, John R / Percy, Larry. McGraw-Hill
Strategic Marketing Communications : New Ways to Build and Integrate Communications	Smith, Paul et al. Kogan Page, UK
Principles of Advertising & Integrated Marketing Communication– 2005e	Duncan, Tom. Tata McGraw Hill
Why we Buy: The Science of Buying	Underhill, Paco
Planning for power Advertising	Halve, Anand. Sage publication

Detailed Syllabus

Introduction to Integrated Marketing Communication: The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication, Economic and Creative justification of marketing communications.

Developing a Theoretical understanding of Marketing Communications: The Communication Process, Behavioral Aspects of Marketing Communication, Consumer response to persuasive communications- Different models like Response Hierarchy Models, FCB planning Model, Cognitive Processing Models, Influence of source message and channel factors on communication.

Planning and organising the Integrated Marketing Communication Processes:

Concepts of STP, Identification of the target audience, Establishment of Marketing Communications objectives, Setting Marketing Communication Budget, Organising for Marketing Communications: Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship

Media Issues: Print Media, Broadcast Media, Display Media, Internet and Interactive Media, Support Media, Media Planning and Strategy-Media Plan, Media objectives, Developing, Implementing and Evaluating Media strategies.

Message Strategy: Creativity, The Creative Process, Creative strategy development- Copy Platform, The Big Idea, Creative Strategy, Implementation and Evaluation

Other elements in Marketing Communications Strategy: Below-the-line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Advertising, Direct Marketing, Personal Selling.

Monitoring Evaluation and Control of Integrated Marketing Communications

Strategy: To measure or not to measure, Measurement process for Advertising, Measuring the Effectiveness of other Marketing Communication elements

International Marketing Communication:

Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications, Organizing for international marketing communication

Wider issues in Integrated Marketing Communications:

Regulation of Advertising and Promotion – Self and State regulation, Social, Ethical and economic aspects of Marketing Communication.

Cases

Faculty will be handling eight or more cases

- Marketing and Communication Strategy of Titan
- VIP Industries - Positioning Itself as a Lifestyle Brand
- Horlicks - Effective Repositioning Through Focused Advertising
- 'The Onida Devil' Returns
- Changing Media Environment in India - Implications for Advertisers and Media Planners
- Life Insurance Marketing in India: Changing Advertisement and Promotion Norms
- Coke and Pepsi Television Commercials
- ColorPlus - Redefining the Rules of Promoting Apparel
- Creative Communications in the Indian Automobile Industry - Print Advertising for the Tata Indica
- The Siyaram Celebrity Endorsement Experience
- Consumer and Trade Promotions - Haier Appliances (I) Pvt. Ltd.
- Google and the 'Click Fraud' Menace
- Orbitz's Effective Online Advertising
- SMS Advertising
- Buzz Marketing - A Marketing Communications Tool
- The Marlboro Story
- HLL's Media Strategy for Close-Up
- The 'Incredible India' Campaign: Marketing India to the World
- SBI Life Promotes Pension Schemes
- Promoting Television Serials - 'Jassi Jaissi Koi Nahin'
- 'Goli ke Hamjoli' (Friends of the Pill) - An Integrated Social Marketing Campaign

- Brand Management Strategy of Dabur Vatika
- The Multi-Branding Strategy of Yum! Brands
- Asian Paints - Adding Colors
- Airtel - Positioning (and Repositioning)
- Relaunch of Frooti - The 'Digen Verma' Campaign
- Lifebuoy - Successful Repositioning & Re-launch of an Established Personal Care Brand
- IKEA's Global Marketing Strategy
- Marketing Viagra in India
- Titan Watches - Advertising in Global Markets
- Perfetti Van Melle - Outsourcing Indian Advertisements
- The Story of Benetton's Advertisement Campaigns
- Childhood Obesity: Should Junk Food be Regulated?
- Crisis Management at Bausch & Lomb - 'ReNu The MoistureLoc' Controversy
- Communicating during a Crisis - The Pepsi Syringe Scare
- PepsiCo's Distribution and Logistics Operations
- Reverse Logistics - Gaining Importance
- Revamping the Supply Chain - The Ashok Leyland Way
- Sears - Logistics Management Practices
- Carrefour - Managing the Global Supply Chain
- Unilever Restructures its Supply Chain Management Practices
- Asian Paints - Blending Technology and Distribution

Source: Case Studies in Marketing Communications

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Integrated Marketing Communication (Including case discussion)	2
Developing a Theoretical understanding of Marketing Communications (Including case discussion)	3
Planning and organizing the Integrated Marketing Communication Processes (Including case discussion)	3
Media Issues (Including case discussion)	3
Message Strategy (Including case discussion)	4
Other elements in Integrated Marketing Communications Strategy: (Including case discussion)	1
Below-the-line	2
Sales Promotion (Including case discussion)	2
Public Relation, Event management, and Publicity	1
Corporate Advertising (Including case discussion)	1
Direct Marketing	1
Personal Selling.	1
Monitoring, Evaluation and Control of Integrated Marketing Communications Strategy	2
International Marketing Communication (Including case discussion)	3
Wider issues in Integrated Marketing Communications	2
Total	30

Sales and Distribution Management

Course Code : SL MM 606
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To make the student aware of issues related to sales force management focusing on “selling” as a tool of Marketing Communication. The study of Channel Management offers an appreciation of logistics of information and goods, and exposes students to the types of systems required to optimize organizational efficiency through this function.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Sales & Distribution Management	ICMR
Sales Management - Decisions, Strategies and Cases, 5 th e	Still, Richard R et al. Prentice-Hall, India
Sales Management	Venugopal, Pingally
Sales Management	Panda / Sahadev
Marketing Channels: A Relationship Approach	Pelton, Lou E et al.
Sales and Distribution Management – Text & Cases	Havaladar / Cavale. Tata McGraw Hill - 2007
Professional Sales Management, 2 nd e	Anderson, Rolph E et al. Tata McGraw-Hill
Sales Management, 6 th e	Futrell, Charles. South-Western College Pub - 2000
Retailing Management – Text & Cases, 2 nd e	Pradhan, Swapna. Tata McGraw-Hill - 2006

Detailed Syllabus

Role of Salesperson: Responsibility - Cross Functional Linkages – Lifetime Customer Concept – Management of Accounts Receivables

Selling Skills: Value Proposition – Customer Value Creation - Lifetime Customer Value Creation- Personal Selling A Promotion Mix Element - Buyer-Seller Dyads - Diversity of Personal Selling Situation - Theories of Selling - Prospecting - Sales Resistance - Closing Sales – Key Accounts Management

Sales Organization: Setting up a Sales Organization - Basic types of Sales Organization Structures including Outsourced sales force - Inter-departmental Relations and Structures - Coordination of Personal Selling with Other Departments.

The Sales Effort: Sales Planning - Forecasting – Qualitative and Quantitative Methods – Overview of Linear Regression, Time Series Analysis, Moving Averages - Budgeting – Designing Territories – Territory Management - Routing - setting Sales Quotas Profitability analysis of sales effort

Sales Force Management: Estimation of Sales Force – Workload, Breakdown and Incremental Analysis Recruitment and Selection of Sales Personnel - Planning and Conduct of Sales Training Programs - Motivating and Compensating Sales Personnel – Compensation Systems - Incentive Plans – Disincentive – Benefits – Performances Appraisals – Evaluation – Criteria for evaluation

Distribution: Introduction to Marketing Channels – Structure, Functions and Flows – Channel participants - Type and Number of Intermediaries

Management of Marketing Channels: Selecting a channel – Channel Design -Vertical and Horizontal Marketing Systems – Channel Evaluation – Channel Profitability Analysis-ROI- Channel Co-operation with Conflict and Competition. Marketing channels

Wholesalers: Classifications – Functions – Key Tasks – Limitations – Distributors/ Dealers/ Stockists – Trends

Rural Distribution: Introduction to Rural markets – Features (extend above concepts to rural markets)

Retailing: Nature and Importance - Types of Retailing - The Retail Organization - Commodities Retailing Vs. Brand Retailing – Non-Store Retailing & e-Retailing

Market Logistics: Meaning and Scope – Outbound Logistics – Transportation including multi-model system – Warehousing – freights – CFAs – 3 PL and 4 PL providers – reverse logistics – Technology in logistics – recent trends

Cases

Faculty will be handling eight or more cases

- Max New York Life - The 3P Strategy
- Indian Aviation – Price Wars & More
- Subhiksha - Discount Store with a Difference
- Organization Restructuring at Nokia
- HR Practices of the Container Store
- Novartis - Managing the Sales Force
- Women Sales Force at Tupperware
- Dealer Training Programs - A New Trend
- LG India - Approach to Rural Markets
- Computer Associates - Moving Toward Territory Management
- TI Cycles - Targeting Urban Adults
- Mahamaza.com - Bringing e-commerce to Rural India
- Cemex and its Technology Initiatives
- ICICI Prudential - Multiple Distribution Channels
- Distribution Strategies of Foreign Educational Institutions in India
- Indian Post Office - Redefining Distribution
- HLL - Reinventing Distribution
- TATA Chemicals - Reaching Out to the Masses
- Indian Film Distribution - The Transition Phase
- Tupperware in India
- Goodyear Tires - Managing Dealer Relations
- Channel Conflict at Apple
- Food Corporation of India
- Apple iTunes: Changing the Face of Online Music Retailing
- Akbarallys - Reinventing for Profits
- McDonald's Food Chain in India
- Baskin Robbins - Sales Strategy for India
- Eureka Forbes – The Direct Marketing Pioneer
- Mary Kay Inc. - The Saleswomen

- Yellow Transportation Inc. – The Tech Leader of the Trucking Industry in India
- Inventory Management at Amazon.com
- TVS Logistics - Building a Global Supply Chain
- Streamlining Logistics at General Motors Corp
- PepsiCo’s Distribution and Logistics Operations
- Reverse Logistics - Gaining Importance
- Revamping the Supply Chain – The Ashok Leyland Way
- Sears - Logistics Management Practices
- Carrefour - Managing the Global Supply Chain
- Unilever Restructures its Supply Chain Management Practices
- Asian Paints - Blending Technology and Distribution

Source: Case Studies in Sales & Distribution Management

Suggested Schedule of Sessions

Topic	No. of Sessions
Role of Salesperson (Including case discussion)	3
Selling Skills (Including case discussion)	2
Sales Organization (Including case discussion)	4
The Sales Effort (Including case discussion)	2
Sales Force Management (Including case discussion)	3
Distribution (Including case discussion)	2
Management of Marketing Channels (Including case discussion)	3
Wholesalers	3
Rural Distribution	2
Retailing	3
Market Logistics (Including case discussion)	3
Total	30

Retail Management

Course Code : SL MM 609
Credit : 3

Sessions : 30
Semester : III/IV

Objective

This course enables the students to understand the retailing process, the environment within which it operates and the various retail institutions along with their functions. Make students aware of the retail marketing strategies and the financial performance of retail business. The course would provide knowledge and inculcate analytical skills required for retail management and build strong foundation for students who plan to make their career in field of retailing factoring in current globalization/internationalization trends.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Retailing Management	ICMR
Retail Management – A strategic Approach, 9 th e	Berman, Barry / Evans, Joel R. Pearson Prentice Hall.
Retailing Management, 6 th e	Levy, Michael / Weitz, Barton. McGraw-Hill/Irwin - 2006
Retail Management, 1 st e	Bajaj, C. et al. Oxford University Press - 2005
Retailing, 5 th e	Dunne, Patrick M. et al. Thomson South Western – 2004
Retail Marketing Management, 2 nd e	Gilbert, David. Pearson Education
Principles of Retail Management	Varley, Rosemary / Rafiq, Mohammed. Palgrave McMillan
Retailing Management – Text & Cases, 2 nd e	Pradhan, Swapna. Tata McGraw-Hill - 2006
Managing Retailing	Sinha, Piyush Kumar / Uniyal, Dwarika Prasad. Oxford University Press - 2007
ETIG publication/report	Economic Times Group

Detailed Syllabus

Retailing - An Overview

Retailing: Definition and Scope - Retailer - Evolution of Retailing Industry - Factors behind the change of Indian Retailing Industry - Economic Growth - Retailers Role in Distribution Channels - Benefits of Retailing - Retailing Environment - The Legal environment - The Economic environment - The Competitive

environment - The Technological environment - The Global environment. Indian Experience in Retailing – Current govt. policies

Retail Institutions: Theories of institutional change - Classification of retailers - Store based Retailers - By price - By Product line –By verticals, Non store based Retailer.

Understanding the Retail Customer: The Market - Structure of Buying Population -

Population Analysis - Demographic Analysis - Durables - Non Durables - Product Availability - Convenience Products - Shopping Products - Specialty Products - Buying Situations - Consumer Population - Consumer Requirements Life styles - Life Cycle

Retail Market Strategy: Definition of retail Market Strategy - Strategic Planning -: Assessing the Firms situation – SWOT.

Financial Strategy: Strategic Profit Model – Operational financial efficiency,. Retail Audit

Store Location and Site Evaluation: Importance of Location Decision - Retailing strategy and Location - Characteristics Used in Location - Analysis - Defining the Trade Area - Reilly's Law - Huffs Model - Concentric Zones - Geo demographics - Infrastructure Site Evaluation and Selection - Types of Locations - Planned Shopping Centers.

Retail Organization and Management: Forms of Retail Organization - Number of Organizational Levels.

Merchandise Management

Merchandise Assortment Planning: Organizing the buying process by Categories: Category Management, Private label strategies - The Buying Organization.

Setting Financial Objectives: Putting profits - sales and turnover together: GMROI, Measuring Inventory turnover and Sales forecasting - Assortment Planning Process.

Purchasing Systems: Merchandise Budget Plan: Monthly sales percent distribution to season - Monthly sales - Monthly reductions percent distribution to season - Monthly reductions.

Merchandise Purchasing

Merchandise Budget Plan: Monthly sales percent distribution to season - Monthly sales - Monthly reductions percent distribution to season - Evaluating Merchandise Budget Plan,

Analyzing Merchandise Performance - ABC Analysis - Sell-through Analysis - Multiple Attribute Analysis.

Retail Pricing Strategies: Types of Pricing strategies and Practices, Adjustments to the Initial Retail price – Markdowns .Markdown Cancellations - Horizontal Price Fixing - Predatory Pricing - Comparative Price Advertising - Bait- and - Switch Tactics.

Managing The Retail Store

Store Management and control: Store Manager - Responsibilities - The Retail Staffing Process: Job Analysis - Job Description - Job Specification - Recruiting the Store Staff, Group Maintenance behaviors - Compensating and Rewarding Employees, Cost Controls - Labor scheduling - Store Maintenance - Energy Management - Reducing Inventory Losses, Calculating Shrinkage - Detecting and Preventing Shoplifting - Store Design - Employee Training.

Store Layout - Design and Visual Merchandising: Stores Exterior: Store Layout: Types of Design - Types of Display Areas - Flexibility of Store Design - Stores Interior - Managing Space including planograms, Location of Departments - Location of Merchandise within departments: Use of Planograms - Evaluating Space Productivity - Merchandise Presentation Techniques - Idea oriented presentation - Style item presentation Color presentation - Price lining - Vertical Merchandising - Tonnage merchandising - Frontal presentation - Fixtures.

Atmospherics: Visual Communications - Lighting - Color - Music - Scent - Store Security.

Service Quality delivery and maintenance: Service quality dimensions- CRM approaches in retailing

Retail Selling : Effective retail selling approaches, Supply chain management in retailing, Improved Product Availability -

Improved Assortment - Improved Return On Investment - Merchandise Logistics - The Distribution Center - Out Sourcing - Store Vs Distribution Center Delivery - Pull Vs Push Logistics Strategy - Information Flow - Data Base Retailing - Build and Manage Dialogues with Customers. Quick Response Delivery Systems (QRDS).

IT in retailing: Introduction of RFID and other emerging technology, overview of IT modules in retailing

Aspects in Mall Management: Issues in planning and managing a mall

Legal and compliance aspects in Retailing: Different acts as applicable to retail

Cases

Faculty will be handling eight or more cases

- Carrefour's Strategies in China
- Retail Solutions for ITC's Wills Lifestyle
- Organized Retail Industry in India
- Wal-Mart's Strategies in China
- Carrefour's Exit from South Korea
- Viveks: Retailing Strategies
- Tesco's Globalization Strategies and its Success in South Korea
- Whole Foods Market's Growth Strategies and Future Prospects
- Restructuring Pantaloon Retail: The 'Future Group' Initiative
- The Break-up of the RPG-DFI Joint Venture
- Tesco's 'Steering Wheel' Strategy
- Royal Ahold NV: The US Foodservice Accounting Fraud
- Nordstrom's Perpetual Inventory System
- Turnaround of JCPenney
- Big Bazaar: Serving the Classes
- Hindustan Lever's Foray into Network Marketing
- Radhakrishna Foodland: Powering McDonald's in India
- Zara's Supply Chain Management Practices
- Apple Computer: The Reseller Conflict
- Employee Focus in Shoppers' Stop

Source: Case Studies in Retail Management Volume II

Suggested Schedule of Sessions

Topic	No. of Sessions
Retailing - An Overview	2
Retail Institutions	2
Understanding the Retail Customer	1
Retail Market Strategy	2
Financial Strategy	1
Store Location and Site Evaluation	2
Retail Organization and Management	1
Merchandise Assortment Planning	2
Purchasing Systems	2
Merchandise Purchasing	1
Retail Pricing Strategies	2
Store Management and control	1
Store Layout, Design and Visual Merchandising	2
Service Quality delivery and maintenance	1
Retail Selling	1
Supply chain management in retailing	2
Aspects in Mall Management	2
IT in retailing	2
Legal and compliance aspects in Retailing	1
Total	30

Product Management

Course Code : SL MM 610
Credit : 3

Sessions : 30
Semester : III/IV

Objective

This course is intended to give the students insights to the origin & development of the Product Management function.

The course also intends to expose the student to the role of Product Manager and developing new products and managing products through their life cycle contributing to the Marketing Process.

REFERENCE BOOKS	AUTHOR/PUBLICATION
Product Management	Lehmann, Donald R / Winer, Russel S – Tata McGraw Hill
New Product Management, 6 th e	Crawford, C Merle / Benedetto, C Anthony Di McGraw Hill
Brand Management	Moorthi, YLR. Vikas Publication
Brand Positioning, 2 nd e	Sengupta, Subroto. Tata McGraw Hill - 2005
Product Management	Chunawalla, S.A. Himalaya Publication - 2007
Successful Product Management, 2 nd e	Morse, Stephen. Kogan Page - 1998

Detailed Syllabus

Introduction: Overview of product management – Products-Markets-Brands relevance to different industries-Companies-FMCG-Durables-Industrial-Services companies.

Role and Scope of a Product Manager : Product – Market – Profit – Coordination – Forecasting – Planning at Corporate – Divisional and Product Levels – The Product Manager’s Role in the Organization, Product Managers’ Role in New Product Development – Training Field Force – Financial Analysis of Products-- Overview of legal provisions. (with reference to different markets)

Understanding the Nature of Markets and Products: Defining the market –the Nature of

product – Analyzing Industry, Market Structure – (Perceptual Maps), Competition and customers - Demand and Sales Analysis

Market Planning; Understanding Competitive Strategies for Decision Making, Preparation of Marketing Plan - Components-- Executive Summary – Objectives – Target Segments – Product Marketing Strategy– Marketing Mix— Budgets–Sales Forecasts –Action Plan.

New Products - The Importance of Innovations: Identifying Opportunities, New Product Development Process, Tools and Techniques for Product Development – (Conjoint Analysis) Concept Testing-Test Marketing-Launch Management, Financial & Legal Issues & Concerns, Product Forecasting Models.

Product Portfolio Analysis: Product Portfolio Models – The Strengths and Limitations of BCG, GE, AD Little and Risk Return Models For Portfolio Analysis – Analysis Of Product Length, Depth And Width For Strategic Decisions, portfolio gap analysis –Products and Brands--When to Go for Branding—the Role of Packaging, Positioning, Repositioning, Differentiation, Demarketing

Pricing, Distribution and Promotion Decisions: Planning for, Monitoring and Controlling the Product Over Its Life Cycle; Role of Communication in Product Planning—PR, Advertising, Event Marketing and Sales Promotion—Choice of Channels

The Product Audit – Product Audit Policies – Elements of Product Audit.

Cases

Faculty will be handling eight or more cases

- Product Management at Maruti Udyog Limited
- Max New York Life – The 3P Strategy
- Tata Motors: Serving an ‘Ace’ for Success
- iRobot's Roomba: Bringing Robots into Homes
- Merck’s New Product Development and Launch Strategy for Januvia
- Multi-Branding Strategy of Videocon Industries in the Consumer Durables Sector
- Sustainable Packaging Practices at Lush Fresh Handmade Cosmetics
- Apple iPod’s Promotional and Positioning Strategies
- Body Shop Brand: Repositioning to Target the ‘Masstige’ Segment and Impact of its Acquisition by L’Oréal
- The Maggi Brand in India: Brand Extension and Repositioning
- Glaxosmithkline’s Marketing Strategy for Requip: A Case Study in Product Lifecycle Management
- Crisis Management: Dealing with a Product Crisis
- Toyota Prius: A Case in New Product Development

Source: Case Studies in Marketing Research and Product Management

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction (Including case discussion)	3
Role and Scope of a Product Manager	3
Understanding the Nature of Markets and Products (Including case discussion)	3
Market Planning (Including case discussion)	3
New Products - The Importance of Innovations (Including case discussion)	6
Product Portfolio Analysis (Including case discussion)	6
Pricing, Distribution and Promotion Decisions (Including case discussion)	4
The Product Audit	2
Total	30

Brand Management

Course Code : SL MM 612
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To familiarize students with the concept of a 'brand', the role of branding in marketing strategy; brand equity, its importance and measurement, how to create and retain brand equity; operational aspects of brand management. To introduce students to advanced topics of Brand Management.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Strategic Brand Management, 2nd e	Keller, K.L. Prentice –Hall
Strategic Brand Management	Kapferer, J.N. Free Press - 1994
Brand Management: The Indian Context;	Moorthi, Y.L.R Sangam Books Ltd. - 1999
Managing Brand Equity	Aaker, D.A Free Press - 1991
Brand Leadership: The Next Level of Brand Revolution	Aaker / Joachimsthaler. Free Press - 2000
Beyond Branding	Marconi, J. Probus Professional Pub. - 1993
Brand Positioning: Strategies for Competitive Advantage	Sengupta, S. Tata McGraw Hill - 2005
Creating Brand Loyalty	Czerniawski, R.D. / M.W. Maloney. Hudson House Publishing - 1999
Brand Power	Stobart, P. NYU Press - 1994
Creating Powerful Brands, 3 rd e	Leslie de, C / Mc Donald. Butterworth – Heinemann - 2003
Brand Portfolio Strategy	Aaker, David A. Free Press - 2004

Detailed Syllabus

Concept of 'Brand' : Why Brand? What does Brand Building involve? Identification of opportunity for branding and Brand Management Process. Brand Identity, personality, image and equity.

Branding Positioning and repositioning

Strategic brand Management Process : Sustaining a brand long-term, Branding at different stages of market – evolution – The

scope for branding, the role of branding and branding strategies needed at different stages in the evolution of the market, Brand Architecture: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating

Creating strong brands through secondary Brand Associations: Creating Brand image through elements of marketing mix.

Managing Brand Extensions

Managing Brand Equity: What it means: how to build it; Choosing brand elements to build brand equity – Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicam, Interbrand methodologies (methods of brand valuation); Monitoring brands, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations). The Brand Report Card

Managing brands across geographical boundaries.

Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands.

Brand building in Indian context.

Cases

Faculty will be handling eight or more cases

- ‘Hello Kitty’: A Japanese Superbrand
- Red Bull’s Innovative Marketing: Transforming a Humdrum Product into a Happening Brand
- Volkswagen’s Iroc Concept: Reviving the Scirocco to Target a Niche Market
- The loveLife Brand (A): Initiating a Behavior Change in South African Youth to Prevent HIV
- Body Shop Brand: Repositioning to Target the ‘Masstige’ Segment and Impact of its Acquisition by L’Oréal
- Repositioning Dabur
- Arvind Brands’ Competitive Position in the Indian Branded Apparel Market
- Multi-Branding Strategy of Videocon Industries in the Consumer Durables Sector
- What’s in a Name – Lessons from Three Rebranding Exercises in India
- Apple iPod’s Promotional and Positioning Strategies

- Boots: Hair-care Sales Promotion
- Tourism Malaysia: Creating ‘Brand Malaysia’
- Snapple’s Marketing: An Unconventional Brand’s Claim to Fame
- Haagen-Dazs: Repositioning a Cult Brand
- Tata Indica V2 Xeta: Competing in the Indian Small Car Market
- Mountain Man Brewing Company: Bringing the Brand to Light

Source: Case Studies in Brand Management Volume II

Suggested Schedule of Sessions

Topic	No. of Sessions
Concept of ‘Brand’ (Including case discussion)	3
Branding Positioning and repositioning (Including case discussion)	2
Strategic brand Management Process (Including case discussion)	7
Creating Brand Image (Including case discussion)	4
Managing Brand Extensions (Including case discussion)	2
Managing Brand Equity: (Including case discussion)	7
Managing brands across geographical boundaries (Including case discussion)	1
Special branding categories (Including case discussion)	2
Brand building in Indian context. (Including case discussion)	2
Total	30

Applied Marketing Management

Course Code : SL MM 613
Credit : 3

Sessions : 30
Semester : III/IV

Objective

- It is to give the student of marketing an advanced perspective in theory and applications. This course is expected to make the students learn the advanced perspectives with reference to select practices and theory.
- The course will be offered as a modular course and in a largely seminar format

REFERENCE BOOKS	AUTHOR / PUBLICATION
The Strategy and Tactics of Pricing: A Guide to Growing More Profitably, 4e	Nagle, Thomas T. & Hogan, John e. (2006), Prentice-Hall, Upper Saddle River, NJ
Marketing Management: Analysis, Planning, implementation and control	Philip Kotler, PHI.
Marketing Models	Lilien, Gary L., Philip Kotler, and K. Sridhar Moorthy (1992), Englewood Cliffs, NJ Prentice-Hall.
Foundations of Marketing Theory	Sheby D Hunt, Richard Irwin
Journal of Marketing Special issue of Marketing Metrics	

Detailed Syllabus

Overview of the course: The course objective, the rationale, the modular nature of the course, the need to appreciate the conceptual linkages

Theories of Marketing: The normative-positive dichotomy, The practice and the theory relationship, the art science views of marketing. Evolution of Marketing through.

Marketing Models: Introduction to modeling and marketing models, Forecasting, Market share.

Pricing: Costs understand (Period, process, product, job order etc.,) Theories of pricing, pricing under uncertainty, pricing in Industrial

Markets, Pricing of services, Pricing in international markets, Pricing in NGOs. Marketing implications of duties & Taxes: CST, Central Excise, MODVAT, Export-Import documentation.

Contemporary marketing platforms: Marketing strategies for emerging rural markets and mature urban markets. Marketing in an NGO for funding and for services consumption (To include contemporary marketing for Real Estate, Biotech etc. as project domain under Marketing Audit)

Permission Marketing: The concept of permission marketing, applications in the global and national context, the regulatory framework

that enables enforcement of permission marketing.

Online Marketing: Marketing solely on internet, online marketing as a complimentary tool to promote, sell distribute etc.

Negotiation skills: Recap on the concepts of negotiation, the applications of negotiation in internal decisions, with the customers, with business associates and with the trade.

Marketing Metrics: Measuring Marketing Productivity, Return on Investment Implications for Promotional Expenditures, Customer Satisfaction and Shareholder Value, PIMS.

Marketing Audit: Components of audit, audit procedures and methods. (Groups work & Individual presentation) Presentation.

Markstrat: Brief outline, Marketing Strategy game followed Group work & Individual presentation by

Suggested Schedule of Sessions

Topics	No. of Sessions
Overview of the courses	1
Theories of marketing	3
Marketing Models	3
Pricing	4
Contemporary marketing platforms	3
Permission marketing	1
Online marketing	2
Negotiation skills	2
Marketing Metrics	3
Marketing audit (as an assignment topics with presentations)	4
Markstrat (including online interaction with students)	5
Total	30

International Marketing

Course Code : SL MM 607
Credit : 3

Sessions : 30
Semester : III/IV

Objective

This course is designed for any student aspiring to develop a greater understanding of global markets, and the mindset of a global manager. The course focuses essentially upon (i) how to access and build stronger competitive advantage by participating in a dynamic global markets, and (ii), how to identify, build, and serve, strong global businesses.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Global Marketing Management, 5th e	Keegan, Warren J. Prentice-Hall, India
International Marketing	Joshi, R M. Oxford University Press - 2005
International Marketing : Analysis & Strategy, 3 rd e	Onkvisit, Sak. Prentice-Hall, India
International Marketing, 11 th e	Cateora, Philip R / Graham, John L. McGraw-Hill - 2008
Global Marketing: Foreign Entry Local Marketing and Global Marketing, 4 th e	Johnson, Johny. Tata McGraw Hill - 2006
The Essence of International Marketing	Paliwoda. Prentice-Hall, India
International Marketing	Fayerweather, John. Prentice-Hall, India
Global Marketing Strategy	Douglas. Tata McGraw-Hill

Detailed Syllabus

Introduction: Need for International Marketing, Driving and restraining forces, evolution process, process of Internationalization.

World Market Environment: Identifying and Analyzing Opportunities in the International Trading Environment - Understanding the Changes in the World Trading Environment: Countries, World Regions (e.g. the European Union), Barriers for international trade, Tariff and non tariff barriers, Major International Bodies : IMF, World Bank, World trade

organization: International marketing implication.

The SLEPT Factors: Social/Cultural, Legal, Economic, Political and Technological.

Socio cultural environment: Importance, Cultural universals, High and low context cultures, Importance in business, Culture-communication, behavior and religion, Analytical approaches- Hofstede's cultural typology, self reference criterion, environmental sensitivity, Suggested solutions.

Political legal and Regulatory environment: Nation, State and Sovereignty, Risks- taxes,

Dilution of equity, Confiscation, nationalization and domestication, International Law, Common law, Coded law, Islamic law, Jurisdiction, Antitrust, Bribery and corruption

Economic environment: World economy, theories of absolute and comparative adv, Ohlin's factor endowment theory, Porters diamond- National advantage, Economic systems, Stages of economic development, Income and PPP, Location of population, Growth of Regional trade agreements, Regional Integrations, Degrees of economic cooperation.

The 'C' Factors: Countries, Currency, Competition, Countries in different stages of economic and political development and its relevance, Impact of currency and exchange rate fluctuations. Suggested remedies, Analyzing competition Industry analysis, Porters national diamond, Strategic models, Strategic positions, Strategic Intents-, loose bricks, layers of advantage, collaboration among competing firms, Changing the rules of engagement, Richard D Aveni's hyper competition.

Marketing Research: Information abundance versus scarcity, Information Subject agenda, Sources of Market information, Formal research, estimation by analogy, study of patterns.

Market Entry and expansion: Choices, Selection and Decision, Which market to enter and How to enter?, timing of entry, scale of entry, mode of entry, Factors to be considered for entry strategies, Advantages and disadvantages of different methods of entry.

International Product Management: Basic concepts, Positioning, Saturation levels, Design considerations, COO effect, Strategic alternatives, Global products and brands, Building brands in International markets, Standardization versus adaptation.

Implementing International Marketing Strategy

Marketing Communication: Standardization Vs adaptation, Selecting an ad agency, Global

advertising regulations, Media and Message considerations, Role of culture, Global promotions.

Distribution: Foreign Market Channel Management - Channel Members - Expectations and Performance, Objectives and constraints, Channel innovations, channel strategy for new market entry.

Pricing Strategies for International Markets: Skimming and Penetration Pricing; Currency Considerations in Exporting and in International Marketing. Target costing, Pricing concepts, Global pricing objectives, Gray market goods, Dumping, Transfer pricing, Policy alternatives.

International Marketing Decisions: The Development of International Marketing Strategy - International Marketing Planning - The Development of Appropriate Organizational Structures, Cultures and Capabilities - Managing and Controlling In-House and External Resources. The Expatriate, the National and Global Manager – Standardization and Issues of Globalization in International Marketing. Selection of Tools for International market analysis, Evaluation of Suitability: Marketing and Financial Implications.

Export Procedures and Documentations: Terms of Sale, Incoterms, FOB, CFR, CIF, DDU, DDP terms. Different terms of payments, Counter trade and its forms, Terms of offer, Lines of credit, different forms of documentary credits, Export Promotions: Institutional Infrastructure for export Promotions and Initiatives taken by Government of India

Emerging issues in international marketing: The Internet: Impact of Electronic Communication through Internet on International Marketing - History of Internet - Areas of Operation & Modalities - Method of Setting up World Trade Operation using Computers - Creation of Internet & Intranet - Costs of Operation.

Cases

- Toyota's Globalization Strategies
- The Kodak - Fuji Rivalry
- The Fall of Daewoo Motors
- Saudi British Bank - HSBC's Saudi Arabian Experience

Source: Case Studies in International Marketing

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction and World Market Environment (Including case discussion)	3
The SLEPT Factors (Including case discussion)	3
The 'C' Factors (Including case discussion)	3

Topic	No. of Sessions
Marketing Research	2
Market Entry and Expansions	3
International Product Management	2
Marketing Communication	2
Distribution (Including case discussion)	2
Pricing Strategies (Including case discussion)	3
International Marketing Decisions	3
Export procedures and documentations and Export promotions	2
Emerging trends in international marketing	2
Total	30

Strategic Marketing Management

Course Code : SL MM 608

Sessions : 30

Credit : 3

Semester : III/IV

Objective

- i) To appreciate the characteristics and planning needs of organizations in a variety of sectors so that the marketing mix can be tailored in its detail to meet the wants/needs of identified market segments and to achieve specified strategic and tactical objectives,
- ii) To have an understanding of the issues associated with the effective implementation and control of marketing plans and how the principal barriers to implementation might possibly be overcome,
- iii) To appreciate the need to understand dimensions of the international environment within which marketing decisions are increasingly made.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Strategic Marketing Management	ICMR
Strategic Marketing Management – Planning, Implementation & Control, 3 rd e	Wilson, Richard M S et al. Butterworth Heinemann - 2005
Strategic Marketing, 9 th e	Cravens, David W / Piercy, Nigel. McGraw Hill Higher Education - 2008
Strategic Marketing, 6 th e	Aaker, David. John Wiley & Sons - 2001
Market Driven Strategy	Day, George S. Free Press latest edition
Marketing Management Strategies and Programs	Guiltinan. Tata McGraw-Hill latest edition
Strategic Marketing : Cases & Concepts	Atkinson, John / Wilson, Ian. Addison-Wesley Longman latest edition
Marketing : Planning and Strategy, 7 th e	Jain, Subhash. South-Western Pub - 2004
Strategic Marketing Management, 10 th e	Kerin, Roger / Peterson, Robert. Prentice Hall - 2003
Contemporary Strategic Marketing, 2 nd e	Brenan et al. Palgrave Macmillan - 2007

Detailed Syllabus

Introduction to Planning and Control

The Management Process - The Relationships

Between Marketing Planning and Corporate Planning - The Basis of Planning and Control: The Cycle of Control and the Nature and Role of Strategic, Tactical and Contingency Planning.

Strategic marketing analysis

The tools for market and marketing analysis: marketing auditing and SWOT analysis; segmental, ratio and productivity analysis; competitor and customer analysis - Approaches to reviewing marketing effectiveness and measuring marketing capability - The dangers of strategic wear-out.

Strategic direction and strategy formulation: Brief review of Missions and objectives - Structural market and environmental analysis. Market segmentation, targeting and positioning.

The Marketing Audit/Situation Analysis: Environmental analysis (PEST) - Competitor analysis (Porter's models) - Customer analysis (segmentation, positioning, buying behavior), The formulation of marketing strategy: The development of a meaningful and sustainable competitive stance; strategic marketing planning and issues of responsibility; models of portfolio analysis; the influence of market structure and position upon strategy; the implications of product and market evolution for planning; PIMS; experience curves; the growth matrix and gap analysis - The bases of competitive advantage and the contribution of the value chain to improving margins. Issues of customer care.

Strategic choice and evaluation: The strategic and tactical management of the marketing mix and each of its constituent elements - The dimensions of relationship marketing.

Introduction to MARKOPS / MARKETPLACE (a simulation game)

Marketing Planning and Control Decisions: Marketing strategies (Ansoff, Boston, Porter etc.)

The comprehensive marketing plan including the mix, budgets, action schedules and contingency planning.

Inputs on Marketing Communication for MARKOPS (stage 1)

Marketing strategies in different market contexts: Declining markets, stagnant, hostile, growing markets, emerging markets

Marketing strategies in different organizational contexts: New ventures, established ventures, Small and medium enterprises, sick companies, non-profit situations, marketing in mass mediated services

Tailoring Marketing strategies for specific country/continental contexts: China, Europe, Middle-east, ASEAN countries, USA, South America, Scandinavia, Australia etc.

Pricing as a marketing strategy

Inputs for MARKOPS (stage 2)

Strategic implementation and control: Barriers to implementation- Problem areas and organizational considerations: the role of internal marketing.

Inputs on product management, NPD Channel Management for MARKOPS (stage 3),

Continue with stage 4, 5, 6 after debriefing and briefing for the next stage

Marketing Organization: Building Market oriented organizations – Licensing, Mergers and joint-ventures from a marketing perspective,

Cases

Faculty will be handling eight or more cases.

- State Bank of India - Competitive Strategies of a Market Leader Sony Ericsson's Mobile Music Strategy
- Monster Inc. - Strategic Growth in India
- Starbucks : Selling Experience
- Bausch & Lomb - Effective Positioning
- Horlicks' Repositioning Strategies
- The Nirma Story
- Kingfisher Airlines: A 'Funliner' Experience
- Target Stores' Differentiation Strategies

- Pepsico's 'Focus' Strategy
- PSA Peugeot Citroen: Strategic Alliances for Competitive Advantage?
- TCL-Thomson Electronics Corporation - A Failed Joint Venture?
- Harrah's CRM Strategy
- Toyota Prius: A Case in New Product Development
- Launch of Amaron Automotive Batteries
- Li Ning: Brand Growth and Excellence in China
- KVIC's Branding and Product Quality Initiatives
- Hindustan Times Vs Times Of India
- Price Optimization at Northern Group Retail
- Promotional Strategies of Cellular Service Providers in India
- Aventis' Successful Sales Promotion Campaign using 'Connection Cards'
- Coca-Cola's Dasani in the UK : The Public Relations Fiasco
- Sabre Holdings - The Quest for New Business Models
- Cox and Kings - Service with a Difference
- Six Sigma - A Tool to Increase Customer Satisfaction at Bank of America
- Social Marketing - Lessons from CRY in India

Source: Case Studies in Strategic Marketing Management

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to planning and control (Including case discussion)	2
Strategic marketing analysis (Including case discussion)	3
Strategic direction and strategy formulation Including The Marketing Audit/Situation Analysis	3
Strategic choice and evaluation	2
Marketing Planning and Control Decisions(Including case discussion)	2
Marketing strategies in different market contexts : (Including case discussion)	2
Marketing strategies in different organizational contexts (Including case discussion)	2
Tailoring Marketing strategies for specific country/continental contexts	2
Pricing as a marketing strategy (Including case discussion)	2
Strategic implementation and control (Including case discussion)	2
Marketing organization	2
MARKOPS	6
Total	30

Customer Relationship Management

Course Code : SL MM 611

Sessions : 30

Credit : 3

Semester : III/IV

Objectives

- i) To make the students understand the organizational need, benefits and process of creating long-term value for individual customers
- ii) To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies.
- iii) To enable the students understand the technological and human issues relating to implementation of CRM in organizations

REFERENCE BOOKS	AUTHOR / PUBLICATION
Customer Relationship Management	Peelen, Ed. Pearson
Customer Relationship Management: Integrating Marketing Strategy & Information Technology	Zikmund, William G. et al. John Wiley.
The CRM Handbook	Dyche, Jill. Pearson
CRM at the Speed of Light, 4 th e	Greenberg, P. McGraw Hill - 2009
Customer Relationship Management, A strategic Imperative in the World of e-Business	Brown, Stanley. John Wiley & Sons
The One to One B2B: Customer Relationship Management Strategies for the Real Economy	Peppers, D. / Rogers, Martha. Doubleday Business - 2001
The Handbook of Key Customer Relationship Management	Burnett, Ken. Financial Times/Prentice Hall (December 2000)
Customer Relationship Management (Emerging Concepts, Tools & Applications)	Sheth, Jagdish N. et al. TMH
HBR on Customer Relationship Management	Harvard Business School / Harvard Business Press
Handbook of Relationship Marketing	Sheth, Jagdish N / Parvatiyar, Atul. Sage Publications - 1999

Detailed Syllabus

Introduction: Definition of CRM, CRM as a business strategy, elements of CRM, CRM processes and systems.

Strategy and Organization of CRM: History of CRM, Dynamics of Customer Supplier

Relationships, Nature and context of CRM strategy, The relationship oriented organization.

Marketing Aspects of CRM: Customer knowledge, privacy issues, communications and multi-channels in CRM, the individualized customer proposition, Relationship policy.

Analytical CRM: Relationship data management, Data analysis and data mining, Segmentation and selection, Retention and cross-sell analysis, Effects of marketing activities, Reporting results.

Operational CRM: Call centre management, Internet and website, Direct mail

Collaborative CRM

CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation

Choosing CRM Tools / Software Package:

Short-listing prospective CRM vendors, setting evaluation criteria for the appropriate CRM package, selection CRM implementation.

CRM systems and Implementation: CRM systems, Implementation of CRM systems

Applications in various industries: Applications in manufacturing, banking hospitality and telecom sectors

Ethical Issues in CRM

Cases

Faculty will be handling eight or more cases

- Tesco: The Customer Relationship Management Champion
- Bumrungrad's Global Services Marketing Strategy
- Air Miles Canada: Rebranding the Air Miles Reward Program
- Rosewood Hotels and Resorts: Branding to Increase Customer Profitability and Lifetime Value
- Harrah's CRM Strategy
- Reorganizing AT&T: From Vertically Integrated to Customer-Centric Organization (B)

- SunsilK Gang of Girls': Hindustan Lever Limited's Online Social Networking Initiative in India
- A Note on Mobile CRM
- Six Sigma: A Tool to Increase Customer Satisfaction at Bank of America
- The AXA Way: Improving Quality of Services
- Dell's Customer Contact Center Operations in India
- CRM Implementation Failure at Cigna Corporation
- Customer Centricity at Commerce Bank
- HPCL: Customer Service Initiatives
- Loyalty Card Programs in Indian Retailing
- Shopper's Stop Consumer Loyalty Program

Source: Case Studies in Customer Relationship Management Volume II

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	1
Strategy and Organization of CRM	2
Marketing Aspects of CRM	4
Analytical CRM	4
Operational CRM	4
Collaborative CRM	2
CRM Subsystems	4
Choosing CRM Tool / Software package	2
CRM Systems and Implementation	3
Application of CRM in Various Industries	3
Ethical Issues in CRM	1
Total	30

Advertising & Communication Management

Course Code : SL MM 614

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The syllabus aims at providing Advertising knowledge required for perspective building to students who wish to join the Advertising and Media Industry and those who want to get into the Marketing Communication function in any Corporate. The course seeks to deliver basic skills for managing advertising businesses by combining theoretical learning about Advertising with the practical inputs from industry practices and considering that students are aware of Marketing, Marketing Research and Consumer behavior.

REFERENCE BOOKS	AUTHOR & PUBLICATIONS
Advertising Management	Rajeev Batra, J G Myers, David A Aaker – Pearson Education, Inc. – 5 th Edition
Advertising Management	Jaishri Jethwaney, Shruthi Jain – OXFORD University Press
Advertising Principles and Practice	Wells, Moriarty, Burnett – Prentice, Hall of India Pvt. Ltd – 7 th Edition
The Online Advertising Playbook	Plummer, Rappaport, Hall, Barocci – John Wiley & Sons, Inc
Advertising And The Mind of the Consumer	M Sutherland, A K Sylvester – Allen & Unwin – 2 nd Edition
Ogilvy on Advertising	David Ogilvy - Prion Books
The Practice and Advertising	Adrian R Mackay – Elsevier – 5 th Edition
Principles of Advertising & IMC	Tom Duncan – Tata McGraw-Hill Publishing Company Ltd – 2 nd Edition
A Media Planning – A Practical Guide	Jim Surmanek – McGraw Hill Professional – 3 rd Edition
Advertising Media Planning	J Z Sissors, R B Baron – McGraw Hill Professional – 6 th Edition
Advertising Strategy – Creative Tactics from The Outside/In	Tom Altstie, Jean Grow – SAGE 2005

Detailed Syllabus

How Advertising Works: Evolution of Advertising – Advertising Theories & Models – Influencing People – The Communication and Persuasion Process – Role of Conditioning &

Attitude formation and Change – Perception – Cognition – Affective and Emotions – Association – Behavior.

Strategic Advertising Planning: Setting Advertising Objectives – DAGMAR and CAPP

Model – Planning An Advertising Campaign – Appropriation & Budgeting – Ground Rules Of Making Of Good Campaign – Creative Strategy & Creative Development – Idea Generation – Creative Brief – Creative Appeals – Message Execution Message Story Telling – Tone & Style – Synergy of Words & Pictures – Role of Visuals – Visualizing ;The Big Idea – Copyrighting, Layout & Design – Positioning.

Media Strategy & Media Planning: Overview – Major Media Forms – Media Objectives – Media Ratings (Home Using TV – HUT, People Using TV – PUT, People Using Radia – PUR, Gross Rating Points, Target Rating Points) – Media Share – Impressions – Reach – Frequency – Media Mix – Media Weighting – Media Concentration – Message Consideration – Media Scheduling – Media Indix (Brand Development Index, Category Development Index) - Cost per Thousand (CPT) – Cost per Point (CPP) – Audience Data & Composition – Media Habits – Negotiation a Media Buy – Media Models.

Types of Media: Traditional Vs Specialized Vs Nontraditional Media – Online Advertising Reach & Frequency – Types of Online Ads – The Internet & Interactivity – Internet Privacy Policies – Wireless Communication (M-Commerce) – Infilm Advertising (Coveted Advertising) – Celluloid Media.

Advertising Research: Analyzing Consumer Behavior – Measuring Campaign Effectiveness (Pre, Post & Concurrent) – Continuous Tracking (Exposure, Salience, Familiarity, Persuasion) – Quantitative Techniques for Measurement of Advertising Effects on Memory (Perceptual Mapping, Multidimensional Scaling, Attitude Measurement and Scale, Image Gap Analysis, Conjoint Analysis, Discriminant Analysis, Regression Analysis) – Media Research.

Creating Oral, Written and Visual Advertising: Creative Thinking – Creative Process – Creative Brief – Layout & Design – Copy Writing Styles – Radio Copywriting – Scripts – Film Production – Banners – Web Designing – Sketching & Graphics – Illustrations & Photos – Art Reproduction – Video Graphics.

Profile of Advertising Industry: Types of Agencies – How Agencies Work – Structure and Process – How Agencies Earn Revenue – Agency Relationships – Planning And Preparing Advertising Brief – How to Get Clients – Pitching For an Account – Role of Advertising – Advertising and Society – Advertising Regulations – Advertising Laws and Ethics – Types of Advertising.

Global Advertising: Cross National Cultural Understanding – Standardization Vs Adaptation – Global Branding and Positioning – Message & Media Strategy.

Suggested Schedule of Sessions

Topic	No. of Sessions
How Advertising Works	4
Strategic Advertising Planning	4
Media Strategy & Media Planning	4
Types of Media	3
Advertising Research	5
Creating Oral, Written and Visual Advertising	5
Profile of Advertising Industry	2
Global Advertising	2
Defining / Analyzing preposition in a consumer context (USP Vs. UBP)	1
Total	30

Digital Marketing

Course Code : SL MM 615

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To provide students with basic concepts and practices of digital marketing, and provide a framework to help them understand various disciplines that constitute digital marketing.

TEXT BOOK for distribution	AUTHOR / PUBLICATION
The Digital Marketing Handbook: A step-by-step guide for the modern marketer, 1st edition, 2015	Mohit Pawar, Metadoor Press
REFERENCE BOOKS	AUTHOR / PUBLICATION
The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment, 1st edition, 2014	Ted Schadler, Josh Bernoff, Julie Ask, Groundswell Press
You Should Test That: Conversion Optimization for More Leads, Sales and Profit or The Art and Science of Optimized Marketing, 1st Edition, 2013	Chris Goward, Sybex

Detailed Syllabus

Introduction to Digital Marketing: Digital Marketing and Social Media Marketing, Same or Different, A Brief History of Social Media, Types of Media, Important Trends, Digital Marketing's Impact on Marketing, The Shift and How to Understand It. (*Chapter 1*)

Website and Landing Pages: Websites Types (Based on Industry and Business Model), Content Management System, Best Practices, What are Landing Pages and Their Importance, Important elements of a Landing Page, Landing Page Tools. (*Chapter 2*)

Facebook: Facebook's Place In The Marketing World, How Facebook Has Evolved Over The Years (2003 - 2015), Facebook User Stats and Other Interesting Details, Facebook Key Features, Facebook for Business (Facebook

Pages), Developing Facebook Marketing Strategy, Facebook Advertising - Setting Up Your First Ads and Best Practices, Tools and Apps You Should Know About. (*Chapter 3*)

Twitter: You should know this about Twitter, Twitter Usage Stats and Interesting Facts, Twitter Basics (Includes Terminology and Account Security), Twitter New Web Profiles Details and How to leverage the new features, Advertising on Twitter, How to use Twitter for Marketing. (*Chapter 4*)

YouTube: Evolution of YouTube, YouTube for Business, YouTube Marketing Tools and Techniques (Includes intro to YouTube Advertising), YouTube for Personal Branding, YouTube Best Practices. (*Chapter 5*)

LinkedIn: Evolution of LinkedIn, LinkedIn for Businesses (includes LinkedIn advertising),

LinkedIn for Professionals, LinkedIn for Recruiters, LinkedIn Best Practices. (*Chapter 6*)

SlideShare: Evolution of SlideShare, SlideShare for Businesses, SlideShare for Professionals, SlideShare Best Practices, Presentation Design. (*Chapter 8*)

Image Focused and Mobile First Social Networks (Pinterest and Instagram): Pinterest for Business, Pinterest for B2B Marketing, Pinterest Best Practices; Instagram for Businesses/Brands, Instagram for Advertisers – Marketing Tools and Techniques, Instagram Best Practices. (*Section 2, 4 and 5 from Chapter 9 and 10*)

Intro to Social Media Tools: Why Do You Need Social Media Tools, Top Social Media Tools. (*Chapter 13*)

Blogging: Getting Started, Business Case for Blogging, How Blogging Helps - Brands and Individuals, Blogging for Business Growth, Guest Blogging, How to Be a Better Blogger, Blogging Platforms, How to Publish a Blog Post on a WordPress Blog. (*Chapter 14*)

Email Marketing: Why Email Marketing, How to Make Email Marketing Work, Points to Be Kept in Mind When Getting Started with Email Marketing, Email Marketing Terms That You Should Know About, How to Set up and Send Your First Email Marketing Campaign Using MailChimp. (*Chapter 15*)

Content Marketing: What is Content Marketing, A Brief History of Content Marketing, Content Marketing Growth Trends, How Content Marketing Helps, Content Marketing vs Traditional Marketing, Steps in Content Marketing - The Content Marketing Process, The Big List of Content Marketing Activities, Content Marketing Calendar and Content Marketing Tools, Content Marketing on a Tight Budget. (*Chapter 16*)

Search Engine Optimization: What is SEO, SEO Basics, Keyword Research, Other

Important SEO Action Items, SEO Tools, Top Search Engine Ranking Factors, Getting Started with SEO. (*Chapter 17*)

Search Engine Marketing (with Google Adwords): What Is Search Engine Marketing, Google Adwords Basics, Setting up Your First Campaign, Optimizing Your Adwords Campaign, Display Advertising, Adwords Account Management, Allowed and Prohibited Keywords. (*Chapter 18*)

Inbound Marketing: What Is Inbound Marketing, Why Is It Important, Inbound Marketing Methodology and Tools; Tips, Tricks and Best Practices. (*Chapter 19*)

Mobile Marketing: What is Mobile Marketing, Mobile Marketing and Advertising Trends, Mobile Marketing Best Practices, Hybrid vs. Native Apps, Planning a Mobile Marketing Strategy. (*Chapter 20*)

Web Analytics (Measuring the Impact of Digital Marketing using Google Analytics): What Is Web Analytics, Google Analytics Basics, Google Analytics Setup, How to Analyze Reports and Improve Your Marketing. (*Chapter 21*)

Digital Marketing - What is Next: Where Digital Marketing Is Going, What It Means for Marketers, How to Be Future Ready, Keeping Yourself Updated. (*Chapter 22*)

Digital Marketing Strategy - I: Crafting the Digital Marketing Strategy, Where to Begin, Steps in Creating a Successful Digital Strategy, Digital Marketing Strategy Template. (*Chapter 23*)

Digital Marketing Strategy- II: B2B Digital Marketing Strategy, B2C Digital Marketing Strategy, Digital Marketing Strategy for Different Industries. (*Chapter 24*)

Faculty can discuss other contemporary case as suggested by CDC before the start of the Semester.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Digital Marketing	1
Website & Landing Pages	1
SMM* – Facebook & Facebook Advertising	2
SMM – Twitter & Twitter Advertising	1
SMM – YouTube & YouTube Advertising	1
SMM – LinkedIn & LinkedIn Advertising	1
SMM - SlideShare / Presentation Design	1
SMM- Image focused / Mobile first social networks (Instagram & Pinterest)	1
SMM - Introduction to Social Media Tools	1
Search Engine Marketing (using Google Adwords)	3
Search Engine Optimization	2

Topic	No. of Sessions
Mobile Marketing	1
Content Marketing	1
Blogging	1
Email Marketing	1
Web Analytics (Measuring the impact of Digital Marketing)	2
Digital Marketing: What's Next	1
Digital Marketing Strategy - I (How to Craft the Digital Marketing Strategy)	1
Digital Marketing Strategy - II (Study of Digital Marketing Strategies for Various Industries)	2
Assignment: Develop Digital Marketing Strategy Based on Live Project	2
Case Study Presentations by Participants	3
Total	30

* SMM (Social Media Marketing)

Financial Statement Analysis

Course Code : SL FI 611

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To enable students to understand, analyze and interpret the financial statements of all types of business entity.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Financial Statement Analysis	ICFAI
Modern Accountancy	Mukherjee, A / Hanif, M
Financial Reporting Analysis, 11 e	Gibson, Charles H. South-Western College Pub - 2008
International Accounting: A User Perspective	Saudagaran, Shahrokh M. CCH, Inc. - 2009
Comparative International Accounting, 8 th e	Noses, Christopher / Parber, Robert. Prentice Hall - 2004
Fundamentals of Financial Management, 11 th e	Brigham, Eugene F. / Houston, Joel F. South-Western College Pub - 2006
Financial Statement Analysis & Security Valuation	Penman, Stephen H. McGraw-Hill - 2006

Detailed Syllabus

Understanding Financial Statement: Nature and objectives of Financial Statements, Uses of Financial Statements, form and content of Financial Statements, users of Financial Statements

Financial Reporting and Regulations: Introduction to USGAAP, Introduction to International Accounting Standards, Indian Accounting Standards, Applicability of Various Standards, Comparison and Harmonization

The Annual Report: Content of the annual report, quality of financial reporting, reporting regulation in India for different types of entities, Directors report and auditors report

Financial Statements: The balance sheet – as per companies act 1956, fixed assets, methods of depreciation, investments, current assets, loans and advances, methods of inventory valuation, liabilities. The income statement – requirements as per companies act, revenue recognition, and profit and loss appropriation account. Notes on accounts and additional information to investors.

Window Dressing: Problems in Financial Statements, Window Dressing, Understanding how income statement is manipulated and reworking profits, ethical issues in financial reporting, recent scandals in financial reporting.

Analyzing Multinational Companies:

Currency translations, methods of translating financial statements of a foreign entity, income smoothing, methods of profit manipulation, international taxation.

Auditing and Corporate Governance:

American model of corporate governance, German model of corporate governance, Japanese model of corporate governance, Corporate governance in India, Audit committee, corporate governance failure at Enron, Issues in internal audit, Sarbanes Oxley Act.

Introduction to Financial Statement

Analysis: Sources of information, tools and techniques of financial statement, economy – industry – company analysis, overview of ratio analysis

Analysis of financial statements of different types of entities:

Analyzing financial statements of Manufacturing companies, non-profit organizations, trading companies, Utilities companies, software companies, hotels, hospitals and biotech companies.

Analysis of Financial Statements of Banking Companies:

Preparation of bank financial statements, assets and liabilities of a bank, revenues and expenses of a bank, analysis of banks performance.

Analysis of financial statements of insurance

companies: Need for performance measurement, principles of performance measures, aligning measures throughout the organization, types of performance measures, operational performance measures, overcoming implementation obstacles and challenges, performance measures and rewards

Business Combinations and consolidation:

Meaning and definition of important terms, types of business combinations, consolidated financial statements, inter - company transactions and profit confirmations, minority interest, changes in minority interest,

consolidated net income and consolidated retained earnings, changes in ownership, push-down accounting, accounting for investments in associates, financial reporting of interests in Joint Ventures

Problem Solving

Topic of coverage	Problem Solving
Analyzing Multinational Companies	Problems on translations and treatment of exchange differences
Analysis of financial statements of different types of entities	Problems on analyzing financial statements of different types of entities
Analysis of financial statement of Banking Companies	Problems on specific ratios relevant for banks
Business Combinations and consolidations	Problems on consolidations and accounting for investments in associates and financial reporting of interest in joint ventures

Cases

- Standard Chartered Bank: Accounting Policies
- Microsoft Accounting Policies
- Wipro's Accounting Policies
- Infosys Accounting Policies
- Maruthi Udyog's Accounting Policies
- BNP Consolidated Accounting

Suggested Schedule of Sessions

Topic	No. of Sessions
Understanding Financial Statements	2
Financial Reporting & Regulations	2
The Annual Report	2
Financial Statement	3
Window Dressing	1
Analyzing Multinational Companies	3
Auditing & Corporate Governance	2

Topic	No. of Sessions
Introduction to Financial Statement Analysis	2
Analysis of Financial Statements of different types of entities	3
Analysis of Financial Statements of Banking Companies	3
Analysis of Financial Statements of Insurance Companies	3
Business Combinations and Consolidations	4
Total	30

Financial Risk Management

Course Code : SL FI 608

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The course is designed to give students a working knowledge of derivative securities and their applications in hedging. The emphasis is on exploring the properties of options, futures and swaps as derivatives and on providing a framework for their valuation.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Financial Risk Management	ICFAI
Risk Management & Insurance, 8 th e	Williams, C Arthur et al. McGraw Hill
Foreign Exchange, International Finance & Risk Management	Rajwade, A V. Academic of Business Studies
Introduction to Futures & Options	Hull, John C. Prentice Hall
Options and Futures	Dubufsky, David A. McGraw-Hill
Futures and Options	Edwards, Franklin R / M, Cindy W. McGraw-Hill
Financial Derivatives	Redhed, Keith. Prentice Hall India
Winning in the Options Market	Lyons, Alan S. S Chand & Co
Understanding Options	Kolb, Robert W. John Wiley & Sons Inc

Detailed Syllabus

Introduction to Risk Management: Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

Corporate Risk Management: Total risk and Expected cash flows, Evolution of risk management. Approaches to risk management, Risk Management process, Tools - Hedging, forwards, and futures, options and swaps and Hybrids; Risk management guidelines, and Risk management in practice.

Introduction to Derivatives: Historical perspective, Exchanges the Mechanics of derivative markets, the role of clearinghouses, market players and trading techniques.

Futures: The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Price quotations, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management.

Options: Overview, Generic options, factors affecting option prices, Types of options; Interest rate options, Currency options and Trading strategies, Option pricing models, Options on futures contracts and Exotic options; Elementary Inventory strategies, Complex Investment Strategies, Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options, Options Sensitivities

Swaps: Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps, Motivations underlying swaps; Types of swaps, Mechanics of swap transactions, Valuation and Application of swaps.

Credit Derivatives : Evolution , need for credit derivatives, Types- credit default based, repackaged notes, total return swaps, and risks involved

Weather Derivatives: Concept, Application in real life and recent developments.

Value at Risk: Concept and Applications, JP Morgan's Risk Metrics Methodology for measuring market Risk, Computing value at risk for forex common shares/stocks/fixed income securities etc. - estimating value at risk in ALM.

Current Developments

A Note on Investment Strategies Involving Options

A Note on the Financial Evaluation of

Projects A Note on Financial Ratio Analysis

A Note on Interest Rate Futures Cases

Cases

- Financial Risk Management at Toyota
- Financial Risk Management at UBS
- Financial Risk Management at ConAgra Foods

- Credit Risk Management at JP Morgan Chase
- Credit Risk Management at ABN AMRO

Source: Case Studies in Finance Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Risk Management	1
Corporate Risk Management	2
Introduction to Derivatives	2
Introduction to Futures	2
Pricing of Futures	2
Hedging ,Speculation &Arbitrage	2
Overview, Generic options, factors affecting option prices, Types of options; Interest rate options,	2
Currency options and Trading strategies, Elementary Inventory strategies, Complex Investment Strategies	2
Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options,	2
Option Pricing	2
Option Sensitivities	1
Swaps	3
Credit derivatives	3
Weather Derivatives	1
Value at Risk	1
Current Development	2
Total	30

Strategic Financial Management

Course Code : SL FI 606

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of this course is to expose students to

1. Entire gamut of financial decision making situations
2. Strategic applications of core finance concepts.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Strategic Financial Management	ICFAI
Financial Markets and Corporate Strategy, 2e	Grinblatt, Mark / Titman, Sheridan. McGraw Hill / Irwin - 2002
Principle of Corporate Finance, 5e	Brealy, Richard A / Myers, Stewart C. Tata McGraw Hill - 2008
Quantitative analysis of financial decisions	Mao, J.C.T. Macmillan, New York
Corporate Finance- Theory and Practice	Damodaran, Aswath. John Wiley and sons - 2004
Corporate Financial Management – Strategies for Maximising Shareholders Wealth	Landermann, Earl. John Willey & Sons
Financial Management & Decision Making	Samuels et al. International Thomson Business Press
Financial Management Theory & Practice, 6e	Dr Chandra, Prasanna. Tata McGraw-Hill - 2004
Principles of Corporate Finance	Levy, Haim. South Western College Publishing - 1998
Strategic Risk Management	Damodaran, Aswath. John Wiley and Sons

Detailed Syllabus

Strategic Financial Management: An Overview: 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.

Corporate Valuation: Strategic Decision Making Framework, Interface of Financial Policy and Strategic Management,

Shareholder's Value Creation - Value drivers. Value Based Management System (VBMS) : Approaches to Facilitate VBMS- Marakon Approach, Alcar Approach, Mckinsey Approach. DCF Approach Managerial Implication of Shareholder's Value Creation – FCFE and FCFE model. Shareholder's Value Creation - MVA Approach - EVA Approach- EVA Analysis of an Indian Corporate.

Long Term Projects: Valuation of long term infrastructure, capital intensive Projects – Real options valuations. Risk Management techniques – Use of Risk adjusted discounting rates.

Hedging Strategies

Strategic Cost Management Systems: Importance of Cost System, Strategic Cost Management: Value Chain Analysis, Competition Cost Analysis, Activity-based Costing, Life Cycle Costing, Target Costing and Strategic Control Systems

Dividend and Bonus Policy: Dividend Policy Decisions - Pay-Out Ratio, Stability, Residual Payment, Linter’s Model - Corporate Dividend Behavior, Legal Aspects, Procedural Aspects, Dividend Policies in Practice, Repurchase or buyback of shares - Bonus Issues and Stock Splits.

Corporate Risk Management: Risk Management in Practice, Guidelines for Risk Management, Evaluation of Hedging Strategies-Forward, Futures, Options.

Financial Planning and Forecasting Ratios System: Types of Financial Planning Models, Development of Simulations Models, Improving financial modeling, Conditions for the Successful Use of Models, Growth with Internal Equity, Higging’s sustainable growth model

Quantitative Techniques for Working Capital Management: Cash Management Models: Baumol Model and Miller and Orr Model, Simulating a Cash Budget, Factoring services – Evaluation/Cost Benefit Analysis.

Financial Management in Public Sector Undertakings: Role of Financial Advisor, Financial Objectives, Capital Budgeting, Long-term Financing, Working Capital Management, Miscellaneous Aspects.

Financial distress and Corporate restructuring: Revival of sick units and Turnaround Strategies.

Financial Modelling & Simulation Techniques using Monte Carlo or Crystal Ball

Current Developments

Cases

- Microsoft's Dividend Policy
- A Case on Financial Ratio Analysis
- TISCO: The EVA Journey
- Unilever in India: Managing Working Capital

Source: Case Studies in Finance Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Strategic Financial Management: An Overview	1
Corporate Valuation	6
Long Term Projects	3
Strategic Cost Management Systems	3
Dividend and Bonus Policy	2
Corporate risk management	3
Financial Planning and Forecasting Ratios System	3
Quantitative Techniques for Working Capital Management	3
Financial Management in Public Sector Undertakings	2
Financial distress and restructuring	1
Financial Modelling & Simulation Techniques	2
Current Developments	1
Total	30

Mergers & Acquisitions

Course Code : SL FI 604

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of this course is to help student in familiarizing with various aspects of mergers and acquisitions, including their valuation.

REFERENCE BOOK	PUBLICATION
Mergers & Acquisitions	ICFAI
Mergers & Acquisitions	Weston, Fred. McGraw Hill - 2001
The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, 2 nd e	Galpin, Timothy J. / Herndon, Mark. Jossey-Bass - 2007
Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st e	Feldman, Mark L / Spratt, Michael Frederick. New York: Harper Business - 1999
Harvard business review on mergers and acquisitions	Boston: Harvard Business School Press - 2001
Barbarians at The Gate: The Fall of RJR Nabisco, 1 st e	Burrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business - 2008
Mergers-What Can Go Wrong and How to Prevent it, 1 st e	Gaughan, Patrick A. Wiley Finance - 2005
Damodaran on Valuation, 2 nd e	Damodaran, Ashwath. John Wiley - 2006
M&A and Corporate Restructuring, 4 th e	Gaughan, Patrick A. Wiley - 2007

Detailed Syllabus

Mergers and Acquisitions - Overview:

Introduction - Forms of Corporate Restructuring - Expansion - Mergers and Acquisitions - Tender Offers - Joint Ventures - Sell-Offs - Spin offs - Split offs - Split ups - Divestitures - Equity Carve-outs - Corporate Control - Premium Buy-backs - Standstill Agreements - Anti-Takeover Amendments - Proxy Contests -

Changes in Ownership Structures - Share Repurchases - Exchange Offers - Leveraged Buy-out - Going Private - Issue Raised by Restructuring - History of Merger Movements.

Mergers and Acquisitions: Economic Rationale for Major Types of Mergers - Horizontal Mergers - Vertical Mergers - Conglomerate Mergers - Concentric Mergers - Framework for Analysis of Mergers -

Organization Learning and Organization Capital
The Role of Industry Life Cycle - Product Life Cycle and Merger Types.

Principles of Valuation: Capital Budgeting
Definition and Measurement of Cash Flows -
Capital Budgeting Basis for Firm Valuation -
Definitions for Valuation Analysis - Application
of Capital Budgeting Basis to Four Period Case
- Free Cash Flow Basis for Valuation - The No-
Growth Case - Constant Growth - Supernormal
Growth followed by No Growth - Supernormal
Growth followed by Constant Growth -
Dividend Growth Valuation Model -
Comparisons of Valuation Models.

Increasing the Value of the Organization:
Alternative Measures of Investment Rate - Total
Capitalization- EBIT Measure - Operating
Assets - NOI Measure - Calculation of the Cost
of Capital - Cost of Equity - Capital Asset
Pricing Model - Bond Yield Plus Equity Risk
Premium - Average Investor's Realized Yield -
Dividend Growth Model - Cost of Debt - Cost
of Preferred Stock - The Marginal Cost of
Capital.

Methods of Payment: Effects of Method of
Payment Information Effects - Signaling - The
Role of Junk Bonds - Post Merger Financial
Leverage.

Theories of Mergers: Efficiency Theories -
Differential Efficiency - Inefficient
Management - Operating Synergy - Pure
Diversification - Financial Synergy - Strategic
Realignment to Changing Environments -
Undervaluation - Information and Signaling -
Agency Problems and Managerialism -
Takeovers as a Solution to Agency Problems -
Managerialism - Hubris Hypothesis - The Free
Cash Flow Hypothesis - Statement of the
Hypothesis - Evidence on the FCFH - Market
Power - Tax Considerations - Carry-Over of Net
Operating Losses and Tax Credits - Stepped-Up
Asset Basis - Substitution of Capital Gains for
Ordinary Income - Other Tax Considerations -
Value Increases by Redistribution.

Sell-Offs and Divestitures: Definition and
Examples - Divestiture - Background on
Divestitures - Financial Effects of Divestitures -
Analysis of Divestitures Motives for
Divestitures - Case Illustrations of Spin-offs and
Divestitures - Voluntary Liquidations and
Takeover Bust-ups.

Joint Ventures: Joint Ventures in Business
Strategy - Joint Ventures and Complex Learning
- Tax Aspects of Joint Ventures - International
Joint Ventures - Rationale for Joint Ventures -
Reasons for Failure - Joint Ventures and Anti-
trust Policy

**Divestment of Public Sector Undertakings
and Leveraged Buy-outs:** General Economic
and Financial Factors - Illustration of an LBO -
Elements of a Typical LBO Operation -

ESOPs and MLPs: Nature and History of
ESOPs - Types of Pension Plans Use of ESOPs
Master Limited Partnerships

International Mergers and Acquisitions: The
Theory of the MNE - Reasons for International
Trade - Growth - Technology - External
Advantages in Differential Products -
Government Policy - Exchange Rates - Political
and Economic Stability - Differential Labor
Costs, Productivity of Labor - To Follow Clients
- Diversification - Resources Poor Domestic
Economy.

Share Repurchase and Exchanges: The
Nature of Cash Share Repurchases - Cash
Tender Offers to Repurchase The Theories
Behind Share Repurchase Tax Aspects of
Exchange Offers - Empirical Evidence on
Exchange Offers.

Corporate Control Mechanisms: Internal and
External Control Mechanisms - Inside versus
Outside Directors and CEO Turnover The Role
of Majority Shareholders Dual Class
Recapitalization - Proxy Contests

Takeover Defenses: Anti-Takeover
Amendments - Types of Anti- Takeover
Amendment

Management Guides for Mergers and Acquisitions: Diversification and Mergers in Strategic Long Range Planning Framework - Merger Analysis in a Value Creation Process.

Regulatory framework: Company law, cross border, income tax and monopolies competition commission.

Current Development

Cases

Faculty will be handling eight or more cases

- Oracle's Acquisition of Peoplesoft
- The Adidas - Reebok Merger
- eBay's Acquisition of Skype: Will the 'Gamble' Work?
- HP-Compaq: A Failed Merger?
- The Gucci - LVMH Battle
- The Polaris - Orbitech Merger
- Valuing Sify's Acquisition of IndiaWorld
- Holcim's Acquisitions in 2005
- The Morgan Stanley - Dean Witter Merger
- Disney's Acquisition of Pixar
- News Corp in 2005: Consolidating The DirecTV Acquisition
- Tata Tetley: Managing the Tetley Acquisition
- AT&T in 2005: Merging With SBC
- RightNow Technologies (Harvard Business School Case)
- Jet Airways' Attempted Acquisition of Air Sahara

Source: Case Studies on Mergers & Acquisitions Volume II

Suggested Schedule of Sessions

Topic	No. of Sessions
Mergers and Acquisitions - Overview	1
Mergers and Acquisitions	1
Principles of Valuation	2
Increasing the Value of the Organization	2
Methods of Payment	2
Theories of Mergers	2
Sell-Offs and Divestitures	2
Joint Ventures	2
Divestment of Public Sector Undertakings and Leveraged Buy-outs	2
ESOPs and MLPs	2
International Mergers and Acquisitions	2
Share Repurchase and Exchanges	2
Corporate Control Mechanisms	2
Takeover Defenses	2
Management Guides for Mergers and Acquisitions	2
Takeover Models	1
Regulatory framework and Current Development	1
Total	30

Security Analysis

Course Code : SL FI 605

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course aims at providing students with an understanding of economy-industry-company analysis and various inter linkages that influence the securities market. It enables them to establish the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Security Analysis	ICFAI
Portfolio Management	ICFAI
Security Analysis and Portfolio Management, 6e	Fischer, Donald E. / Jordan, Ronald J. Prentice-Hall, India
Investment Analysis and Management, 6 th e	Sharpe et al. Prentice Hall India - 1998
Investment - Analysis and Management	Clark, James Francis. McGraw Hill.
Fundamentals of Investment	Hirt, Geoffrey A / Block, Stanley B. Irwin/McGraw-Hill
Intelligent Stock Market Investing	Yasaswy, N J. Vision Books Pvt. Ltd - 2008
Portfolio Management: Theory & Applications, 2e	Farrell, James L. Irwin/McGraw-Hill - 1996
Essentials of Investments, 3e	Bodie, Zvi et al. Irwin/McGraw-Hill
Damodaran on Valuation	Damodaran, Ashwath. John Wiley

Detailed Syllabus

Investment Scenario – Concept of Investment – Investment Objectives and Constraints- Security and Non-security Forms of Investment (including Investing in Life Insurance Schemes, Small Saving Schemes and Bank Deposits, real assets and real estate investments).

Sources of Financial Information - Sources of Economic Data- Sources of Market Data- Sources of Company Data- Sources of International Economic Data.

Securities Markets - Markets and their Functions- Methods of Raising Capital-Book building Development of Stock Market in India-

Dematerialization of Shares-Listing of Securities- Membership of Stock Exchange- Trading and Settlement Procedure- Stock Market Indices- Regulation of Securities Markets.

Risk and Return - Total Risk and its Factors- Concept and Components of Total Risk- Security Returns: Measuring Historical and Ex Ante (Expected) Returns- Systematic and Unsystematic Risk- Quantifying Portfolio Risk and Return- Benefits of Diversification- Characteristic Regression Line -Capital Assets Pricing Model.

Valuation of Fixed Income Investments - The Strategic Role of Bonds- Bond Returns and

Prices- Systematic and Unsystematic Risk involved in Fixed Income Securities- Present Value Model and Bond Valuation- valuation of Tax- Sheltered Investments- Hedging for Duration Shifts- Convexity- Bond Price Volatility- term Structure of Interest Rates, Warrants – Convertible Securities- Valuation of Convertible Bonds.

Valuation of Equity Shares - Discount Models –The Dividend Discount model, H Model, Operating Cash Flow, Free Cash Flow Model, Beta for levered and un-levered firm Relative Valuation Techniques EPS, P/E, P/CR, P/BV and P/S. Dividend Capitalization models- Earnings Capitalization Models- Other Models.

Economic Analysis - Economic Forecasting and Stock Investment Decision-Forecasting Techniques.

Industry Analysis - The Economy and the Industry Analysis- Key Characteristics in an Industry Analysis- Industry Life Cycle- Structural Analysis- Techniques for Evaluating Relevant Industry Factors- Sources of Information for Industry Analysis.

Company Analysis - Sources of Information- Analysis of Financial Statements- Impact of Changes in Accounting Policies- Sizing up the Present Situation & Prospects- Management Evaluation- Forecasting Earnings.

Technical Analysis (should be delivered with suitable software like Metastock) - Theory of Technical Analysis- Dow Theory- Bar Charts- Point and Figure Charts- Contrary Opinion Theories- Relative Strength Analysis, Moving Average Analysis- MACD, Oscillator, Elliot Wave theory Evaluation of Technical Analysis.

Efficient Market Theory - Fundamental and Technical Analysis- Random Walk- Efficient Market Hypothesis- Weak, Semi-Strong and Strong Forms of Efficiency- Empirical Test of EMH in the Indian Context.

Options - Definition, Rationale of Options- Put and Call Options- Determinants of Option Value -Valuation of Bonds with Put and Call Options.

Futures - Definitions-Definition-Trading Mechanism - Difference between Futures and Forwards.

Mutual Funds - Objectives of Mutual Funds- Organization and Management of Mutual Funds-Types of Mutual Funds-EFFs –Pros and Cons of Mutual Funds- Guidelines for Mutual Funds.

Current Developments

Cases

- Derivatives Trading in India
- MRPL And RPL – Analyzing Risks and Returns
- Cost of Equity
- The Google IPO

Source: Case Studies in Finance Volume III

Suggested Schedule of Sessions

Topic	No. of Sessions
Investment Scenario	2
Sources of Financial Information	1
Securities Markets	2
Risk and Return	2
Valuation of Fixed Income Investments, Warrants and Convertibles	4
Valuation of Equity Shares	3
Economic Analysis	2
Industry Analysis	2
Company Analysis	2
Comprehensive Case study for EIC Analysis & Valuation of Equity Share	2
Technical Analysis	3
Efficient Market Theory	2
Options	1
Futures	1
Mutual Funds	1
Total	30

Portfolio Management and Mutual Funds

Course Code : SL FI 609

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The course aims at providing students with an understanding of portfolio construction and management in the context of risk diversification. Further, the course aims at providing students with skills to make intelligent decisions regarding the allocation of resources and the formation of optimal portfolios. It also aims to highlight the role of mutual funds and their structure.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Portfolio Management Mutual Funds	ICFAI
Security Analysis and Portfolio Management. 6 th e	Fischer, Donald E / Jordan, Ronald J. Prentice-Hall, India
Investment Analysis and Management, 6 th e	Sharpe et al. Prentice Hall India - 1998
Fundamentals of Investment	Hirt, Geoffrey A / Block, Stanley. Irwin/McGraw-Hill
Intelligent Stock Market Investing	Yasaswy, N J. Vision Books Pvt. Ltd - 2008
Portfolio Management: Theory & Applications, 2 nd e	Farrell, James L. Irwin/McGraw-Hill
Stock Exchange and Investments	Raghunathan, V. Tata McGraw-Hill
Mastering Mutual Funds	Kulshreshtha, C M. Vision Books Pvt. Ltd.
Essentials of Investments, 3 rd e	Bodie, Zvi et al. Irwin/McGraw-Hill

Detailed Syllabus

Introduction to Portfolio Management: The Investment Process - Definition of Investments - Investment Categories. Defining Investment Objectives - Risk and Investor Preferences - Investment Constraints - Investment Goals and Constraints for Institutional Investor.

Asset Allocation : Process, types of asset allocation, management style, different approaches to allocation decision, and overview of allocation techniques.

Capital Market Theory: The Capital Asset Pricing Model - Security Market Line - Applications of the Security Market Line - Ex-Post and Ex-ante SMLs - Non Standard Forms of CAPM - Zero-Beta CAPM - Tax Adjusted

CAPM - Empirical Evidence of Capital Asset Pricing Model - Arbitrage Pricing Theory.

Portfolio Analysis: Diversification, Portfolio Risk and Return - Single-Index Model - The Sharpe Index Model - Portfolio Beta - Generating the Efficient Frontier.

Portfolio Selection: Markowitz Risk-return Optimization, concept of utility, Sharpe optimization model - Other portfolio selection models- Geometric Mean Model, Safety First Model and Stochastic *Dominance* Model.

Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan, Selection and Revision of Equity Portfolios.

Bond Portfolio Management Strategies: Passive Strategy - Duration Shift and Immunization - Semi-Active Strategy - Active Strategies.

Equity Portfolio Management Strategies: Efficient Market Hypothesis - Passive vs Active Management Strategies - Types of Passive Portfolios: Index Funds - Customized Funds - Factor/Style Funds - Styles of Active Management - Active Management Strategies: Top Down - Bottom-up - Combining Active and Passive - Active/Core Portfolios - Active/Completeness Fund Portfolios.

Managed Portfolios and Performance Measurement: Classification of Managed Portfolios and Typical Examples - Advantages of Managed Portfolios - Management Performance Evaluation - Methods for Calculating Rate of Return: Money Weighted Rate of Return - Time Weighted Rate of Return - Linked Internal Rate of Return - Buying the Index Approach - Components of Investment Performance - Market Timing Issues in Risk Adjusted Performance Measures - Sharpe's - Treynor's - Jensen's performance Measure for Portfolios.

Investment Strategies Using Options: Elementary Inventory Strategies - Complex Investment Strategies: Covered Call Writing - Protective Put - Straddles and Strangles - Spreads - Evaluation of Option Based Investment Strategies - Risk Associated with Options.

Applications of Index Futures in Portfolio Management: Pricing of Index Futures Contracts - Stock Index Arbitrage - Applications of Index Futures - Beta Management.

Portfolio Management Schemes: Types of Portfolio Management Schemes - Features of Portfolio Management Schemes - SEBI Guidelines on Portfolio Management.

Mutual Funds: The Evolution of Mutual Funds - Regulation of Mutual Funds - Organization Structure - Mutual Funds in India - Authority for Decision Making.

Design and Marketing of Mutual Fund Schemes: Performance Evaluation - Analysis and Tax Treatment of Mutual Fund Schemes.

Current Developments: *To cover trends in pension funds, private equity, hedge funds, arbitrage funds etc.*

Cases

- Derivatives Trading in India
- A Note on Investment Strategies Involving Options
- A Note on Currency and Index Futures
- Buyback of Shares and MNCs

Source: Case Studies in Finance Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Portfolio Management & Asset Allocation	2
Capital Market Theory	2
Portfolio Analysis	2
Portfolio Selection	3
Portfolio Revision	2
Bond Portfolio Management Strategies	3
Equity Portfolio Management	2
Managed Portfolios and Performance Measurement	3
Investment Strategies Using Options	2
Applications of Index Futures in Portfolio Management	2
Portfolio Management Schemes	1
Mutual Funds	2
Design and Marketing of Mutual Fund Schemes	2
Current Developments	2
Total	30

Financial Services

Course Code : SL FI 612

Credit : 3

Sessions : 30

Semester : III/IV

Objective

The course introduces students to the various financial services, like leasing, hire purchase, factoring, housing finance etc.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Investment Banking & Financial Services	ICFAI
A Manual of Merchant Banking	Verma, J C. Bharat Law House
SEBI Guidelines	Nabhi Publications
Capital Market Management	Avadhani, V A. Himalaya Publishing House
Financial Institutions and market, 4 th e	Bhole, L M. Tata McGraw Hill - 2004
Primary Market & IPO	ICFAI Publication
Economic Times Market Watch	ICFAI Publication
Handbook of leasing, hire purchase and factoring	Sriram, K. ICFAI Publication
How to do lease financing and hire purchase business	Nabhi Publications
Inside leasing	Irani. McGraw Hill - 1995
Leasing comes of age : Indian scene	Dr Joshi, Premlal. Amrita Prakashan
Equipment leasing partnerships	Cudworth. Probus Professional Pub
The Financial Services Revolution	Kirsch, Clifford E. McGraw Hill
Credit Rating	Verma, J C. Bharat Publishing House - 1996

Detailed Syllabus

Evolution of Financial services: Leasing, Hire purchase services, consumer finance and installment credit, portfolio management schemes, credit rating , plantation scheme.

Introduction to equipment leasing: Introduction - History and Development of

Leasing - Concept and Classification - Types of Leases - Advantages of Leasing - Disadvantages of Leasing - Evolution of Indian Leasing Industry - Leasing and the Commercial Banking Sector - Product Profile.

Legal Aspects of leasing: Present Legislative Framework - Process of Lease Documentation - Contents of Lease Agreement.

Tax aspects of leasing: Income tax Aspects: Depreciation Allowance on Leased Assets - Rental Income from Lease - Leasing Tax Planning.

Lease Evaluation:: The Lessee's Angle: Financial Evaluation: Alternative Approaches for Lease Evaluation - Frame work for Lease Evaluation - Concept and Application of Break even Lease Rental - Lease vis-a-vis Buy - Lease Evaluation in practice - Evaluation of Lessor.

Lease Evaluation: The Lessor's angle: Break Even Rental *for* the Lessor - Negotiating Lease Rentals - Concepts of Gross Yield and Add-on Yield - Lease Pricing Techniques - Assessment of Lease Related Risks: - Impact of Tax/Regulatory Changes on Lease Evaluation - The Appraisal Process - The Lease Approval Process - Monitoring Receivables - Recovery Mechanism.

Hire Purchase: Concept and Characteristics of Hire Purchase - 'Mathematics of Hire Purchase: Calculation of Effective Interest Rate - Legal Aspects of Hire Purchase - Tax Implications of HP - Income Tax - Framework for Financial Evaluation: The Hirer's Angle - The Finance Company's Angle.

Consumer Finance: Role of Consumer Credit in the Financial System - Features of Consumer Credit Transactions - Mathematics of Consumer Credit, Legal – Framework - Consumer Credit Portfolio Management - Credit Evaluation - Credit Screening Methods - Innovative Structuring of Consumer Credit Transactions,

Factoring: Concept of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting - Factoring vis-à-vis Credit Insurance - Factoring vis-à-vis Forfaiting - Evaluation of a Factor - Legal Aspects of Factoring - Evaluation of Factoring - Factoring in India Current Developments.

Housing Finance: Housing Finance companies, Refinance schemes for HfCs, Regulatory guidelines for HfCs.

Credit Cards: Concept - Billing and Payment - Settlement Procedure - Sharing of Commission - Defaults-Handling and Implications - Add-on Facility - Corporate Credit Cards - Business Cards - Debit Card - Uses of Credit Cards - Member Establishments - Member Affiliates and their Benefits - The Concept of Visa net.

Credit Rating: Concept of Credit Rating - Types of Credit Rating - Advantages and Disadvantages of Credit Rating - Credit Rating Agencies & their Methodology - Emerging Avenues of Rating Services - International Credit Rating practices

Regulatory Environment of financial services: Review of Recommendations of Various Committees - Prudential Norms for Income Recognition - Provisioning for Bad and Doubtful Debts - Capital Adequacy and Concentration of Credit/Investments - RBI Guidelines for Finance Companies - Directions and Rules on Advertising - Fixed deposits and Credit Rating.

Mortgages and Mortgage financing: Mortgages and Mortgage Instruments - Concept, - Whole Loans – Mortgages - Graduated-Payment Mortgages (GPMs) - Pledged-Account Mortgages (PAMS) - Buy down Loans - Adjustable-Rate Mortgages (ARMs). Share Appreciation Mortgages (SAMs)

Mortgages Pass-Through Securities – Mortgages - Backed Bonds Collateralized Centralized Mortgage Obligations (CMOs)

Insurance: Introduction to life and non –life insurance

Introduction to mutual funds

Current Developments

Cases

Lehman Brothers: Managing a Global Investment Bank

Source: Case Studies in Finance Volume III

Suggested Schedule of Sessions

Topic	No. of Sessions
Evolution of financial services	2
Introduction to equipment leasing	1
Legal Aspects of leasing	1
Tax aspects of leasing	1
Lease Evaluation	6
Hire Purchase	3
Consumer Finance	1
Factoring	2

Topic	No. of Sessions
Housing finance	1
Credit Cards	2
Credit Rating	2
Regulatory Environment of financial services	3
Mortgages, and mortgage finance	2
Insurance	1
Introduction to mutual funds	1
Current developments	1
Total	30

Investment Banking

Course Code : SL BK 610
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To familiarize students with the services offered by modern investment bankers.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Investment Banking & Financial Services	ICFAI
A Manual of Merchant Banking	J C Verma – Bharat Law House
SEBI Guidelines	Nabhi Publications
Capital Market Management	V A Avadhani – Himalaya Publishing House
Financial Institutions and market	L M Bhole – Tata McGraw Hill
Primary Market & IPO	ICFAI Publication
Economic Times Market Watch	ICFAI Publication

Detailed Syllabus

Introduction to Investment Banking:

Evolution of Investment banking in India, Scope, management of debt and equity, corporate advisory services, project advisory services, loan syndication, venture financing, private equity, M&A, financial engineering, structural analysis of investment banking industry

Financial Markets: Government Securities Market, Primary & Secondary market for G.sec, Call money market: Money Market, Treasury Bill Market, Commercial Paper and Certificate of Deposits, Discount and Finance House of India, Corporate Debt market Recent Developments.

Merchant Banking: Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - Overview of Current Indian Merchant Banking Scene - Structure of Merchant Banking Industry - Primary Markets

in India and Abroad - Professional Ethics and Code of Conduct - Current Development, Procedural Aspects of Primary Issues - Pre-Issues Decision Making - SEBI Guidelines for Public Issues – IPO -Pricing and Timing of Public Issues - Pre-Issue Management – Regulatory aspects -Advertising and Marketing, Post-Issue Management - Rights Issues

Raising finance from international markets – Intermediaries, euro-dollar market, Instrument-ADR/GDR, FCCB, ECB-Regulatory aspects

Corporate Restructuring –Economic rationale of corporate restructuring, Debt restructuring, expansion, tender offers, sell offs, spin offs, divestiture, M&A - legal aspects and accounting aspects

Corporate Valuation –Principles of valuation, capital budgeting as a model for firm valuation, FCFE basis for valuation, increasing the value of organization

Financial engineering – Structural financial products, Risk in financial engineering, Innovative financial instruments –investor-regulator –Issuer points of view

Financial Bubbles, Scams and crisis reasons and consequences of financial crisis and scams

Current developments

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Investment Banking	4
Financial Markets	3

Topic	No. of Sessions
Merchant Banking	5
Raising finance from International markets	3
Corporate restructuring	5
Corporate valuation	5
Financial Engineering	4
Financial bubbles, scams and crisis	2
Current developments and cases	2
Total	33

International Finance & Trade

Course Code : SL FI 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course exposes students to global financial markets, instruments and various strategies of hedging. The quantitative tools covered in this course make students competent to understand the transactions of a dealing room and help in grooming their negotiating skills in the international markets. The course also gives emphasis on international economics, international trade, financing foreign trade and various intricacies connected therewith.

REFERENCE BOOKS	AUTHOR / PUBLICATION
International Finance & Trade	ICFAI
International Financial Management	Apte, P G. ICFAI
International Financial Management	Shapiro, Alan C. Prentice-Hall, India
International Finance, 5 th e	Levi, Maurice D. Routledge - 2009
Multinational Finance, 5 th e	Buckley, Adrian. Financial Times Management - 2003
International Money and Finance, 7 th e	Melvin, Michael. Addison Wesley - 2003
International Business Finance	Vihang R Erremza, Devi Singh & T. Srinivasan - Global Business Press
International Finance – Theory & Practice	Avadhani, V A. Himalaya Publishing House - 2000
International Financial Management	Charley N Henning, Willan Pigott, Robert Haney Scott - McGraw-Hill
International Financial Institutions	A F P Bakker – Longman

Detailed Syllabus

Financial Management in a Global Perspective: Increasing Interdependence in the Global Economy - Trends in International Trade and Cross Border Financial Flows - India in the Global Economy - Recent Developments in Global Financial Markets - Liberalization - Integration and Innovation - Challenges of International Financial Management - Gains from International Trade and Investment.

International Monetary System and Financial Markets - An Overview: Balance of Payments - International Monetary System - An Overview of International Financial Markets - Exchange Rate Determination and Forecasting.

International Trade Theories: Theory of Absolute Advantage - Theory of Comparative Advantage - Heckscher-Ohlin Model - Imitation-Gap Theory - International Product Life Cycle Theory.

Trading Blocks: Formation of Trading Blocks - Conditions for Success - OPEC - Its objectives - Functions - European Community (EC) - Functioning of EC - India and EC - The North America Free Trade Agreement (NAFTA) - Its objectives - UNCTAD- Its functions.

GATT: Trade Negotiations under GATT - Uruguay Round - Important Aspects of Market Access in the Uruguay Round - Subsequent WTO Developments.

WTO: History - Functions - Structure - WTO Agreements - Trade Related Aspects of Intellectual Property Rights (TRIPS) - Trade Related Aspects of Investment Measures (TRIMS) - General Agreement on Trade in Services (GATS).

The Foreign Exchange Market: Structure and the Participants - Types of Transactions - Mechanics of Currency Dealing - Exchange Rate Quotations - Arbitrage - Forward Rates - Evolution of Exchange Control and the Foreign Exchange Market in India - Exchange Rate Computations.

The Links between the Forex Market and the Money Market: Covered Interest Arbitrage - Covered Interest Parity Theorem - Swap Margins and Interest Rate Differentials - Option Forwards - Cancellation of Forward Contracts - Forward-forward Swaps - Short Dated and Broken Date Contracts.

Nature and Measurement of Exposure and Risk: Macroeconomic Risks and Corporate Performance - Defining Foreign Exchange Exposure - Measuring Foreign Exchange Exposure - Conceptual Approach - Classification of Foreign Exchange Exposure - Transactions Exposure - Translation Exposure - Operating Exposure - Exposure and Risk, Risk as Variability of Cash Flows.

Managing Transactions Exposure: The Hedging Decision - Automatic vs Discretionary Hedging - Cost of Forward Hedge - Choice of Currency of Invoicing - Internal Hedging

Strategies : Leads - Lags - Netting - Offsetting - External Hedging : Forwards - Money Market Hedge - Hedging Contingent Exposures an Exposures with Uncertain Timing.

Operating Exposure: Operating Exposure - Purchasing Power Parity and Real Exchange Rates - Determinants of Operating Exposure - Operating Exposure for Exporters and Importers - Assessing and Coping with Operating Exposure.

Short Term Financial Management in a Multinational Context: Short Term Funding & Investment - Centralized vs. Decentralized Cash Management - Netting - Pooling - Exposure Management - Offshore Invoicing Centers.

International Equity Investment: Comparing Domestic Versus Foreign Equity Investment - Gains from Cross-border Diversification - International CAPM - The Depository Receipts Mechanism.

Long Term Borrowing in International Capital Markets: The Costs and Risks of Foreign Currency Borrowing - Syndicated Loans - Bond Issues - MTNs - NIFs and Related Instruments - Project Finance - Country Risk Assessment.

International Project Appraisal: The Difficulties in Appraising a Foreign Project - Issues in Cost of Capital - The Adjusted Present Value Approach - The APV Approach for a Foreign Project - Choice of Discount Rates.

International Accounting & Taxation: Accounting for Forex Transactions & Derivatives - Transfer Pricing - Consolidation of MNC's Accounts - International Taxation.

EXIM Policy: Historical Perspective- Objectives - Highlights of the Current Policy - Imports - Classification-Import Licences - Exports - Export Promotion Capital Goods Scheme (EPCG) - Other Guidelines.

Letters of Credit: Types of L/C's - Mechanics of an L/C - Import Letters of Credit -

Requirements for Opening an Import Letter of Credit - Operational Features of an Import L/C - Documentation Formalities - Bill of Lading - Scrutiny of Documents Required Under an Import L/C - Other Relevant Guidelines - Role of Customs/C&F Agents - Reporting System.

Uniform Customs and Practice for Documentary Credits 1993 Revision - Rules: Introduction to International Chamber of Commerce - Introduction to UCPDC - Description of Articles - Applications of Articles.

ICC Uniform Rules for Collection: Collection Rules - Role of Drawer - Collecting Banker - Paying Banker.

Export Finance and Exchange Regulations: Incentives Available to Exporters - Preshipment Finance - Post Shipment Finance - Rediscounting of Export Bills Abroad - Preshipment Credit in Foreign Currency (PCFC) - Other Exchange Control Regulations - Declaration Forms - GR/PP Procedure - Export Letters of Credit - Documents to be Presented under an Export Letter of Credit - Guidelines for Scrutiny of Documents Presented under Letter of Credit - Reporting System - Role of ECGC and its Functions.

Import Regulations: Classification - Imports under Foreign Credits/Loans - Postal imports - Other Exchange Control Regulations - Merchant Trade - **FEMA**- Forward Exchange Contracts for Imports.

Current Developments

Cases

- Gazprom – Naftogaz Ukrainy Dispute: Business or Politics?
- Mercosur – Changing Course?
- The Falling Dollar
- The Chinese Yuan: The Revaluation Dilemma

Source: Case Studies in Finance Volume III

Suggested Schedule of Sessions

Topic	No. of Sessions
Financial Management in a Global Perspective	1
International Monetary System and Financial Markets - An Overview	2
International Trade Theories	2
Trading Blocks	1
GATT and WTO	1
The Foreign Exchange Market The Links between the Forex Market and the Money Market	4
Nature and Measurement of Exposure and Risk	2
Managing Transactions Exposure	1
Operating Exposure	1
Short Term Financial Management in a Multinational Context	2
International Equity Investment	2
Long Term Borrowing in International Capital Markets	1
International Project Appraisal	3
International Accounting & Taxation	1
EXIM Policy	1
Letters of Credit	2
Uniform Customs and Practice for Documentary Credits 1993 Revision-Rules, ICC Uniform Rules for collection	1
Export Finance and Exchange Regulations, Imports and Exchange Regulations	1
Import regulations and Current Developments	1
Total	30

Management of Financial Institutions

Course Code : SL FI 607

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of the course is to provide an overall view of the theory and practice of banking from a manager's perspective. The course is designed to assist students understand and appreciate the conceptual, strategic, and risk management issues involved in managing financial intermediaries, and understand the impact of interactions of business areas on financial performance

REFERENCE BOOKS	AUTHOR / PUBLICATION
Management of Financial Institutions	ICFAI
Bank Management, 6 th e	Koch, Timothy W / Macdonald, S Scott. South-western College Pub. - 2005
Financial institutions Management: A risk management approach, 5th e	Tata McGraw Hill - 2006
Financial Institutions and Markets	Kohn, Meir. Tata McGraw-Hill - 1996
Management of Banking and Financial services	Paul, Justin / Suresh, Padmalatha. Pearson Education - 2007
Management of Individual Financial Institutions	Srivastava, R M. Himalaya Publishing House
Indian Financial System, 5 th e	Khan, M Y. Tata McGraw-Hill - 2008

Detailed Syllabus

Financial Institutions and Economic Development: Nature and Role of Financial System: Financial System and Financial Markets, Efficiency, Stability, Technology, Government Intervention in the Financial System.

Central Banking and Monetary Policy: Central Banking Functions, Money Creation: Process and control, Monetary Policy.[Will also cover an overview of Money, Prices, Exchange Rates, and Interest Rates: Monetary Expansion, Interest Rates and Exchange Rates, Monetary Expansion and Prices, Real and Nominal

Values, Inflation and Interest Rates, Inflation and Exchange Rates, The Indian Financial System: Introduction, The Pre 1951 Period, The Post 1951 period, The Indian Financial System: The Emerging Horizon]

Money, Prices, Exchange Rates and Interest Rates: Monetary Expansion, Interest Rates and Exchange Rates, Monetary Expansion and Prices, Real and Nominal Values, Inflation and Interest Rates.

The Indian Financial System: Introduction, The Pre 1951 period, The Post 1951 Period, The Indian Financial System: The Emerging Horizon.

Commercial Banks

Evolution of Modern Commercial Banks:

Evolution of Bank Assets, Liabilities and Activities, Banking Structure, Matching Revenues and Costs of Commercial Banks, Recovery of Advances and Documentation.

Capital Adequacy, Accounting Policies and related matters, Directed Investments and Credit Programs and Interest Rates, Methods and Procedures in Banks, Regulation and Supervision of the Financial Sector, Treasury and Risk Management in Banks, Marketing of Bank Services, Relationship Banking and Innovations.

International Banking: Off-Shore Banking, Multinational Banking, Banking Consolidation.

Finance Companies – The Evolution of Finance Companies, The Present Status and the Micro Finance and its importance in Rural Economy.

Insurance Companies: Economics of Insurance, The Insurance Industry and its Regulation, LIC and GIC.

Development Banks/Finance Institutions: Concept, Role of DFIs, Sources of Funds, DFI in India, Recent Trends

Current Developments: e-Banking

Cases

- The ITC Classic Story
- Co-operative Bank Scams in India

- The CRB Scam
- China's Insurance Industry: The Road Less Travelled

Source: Case Studies in Finance Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Financial Institutions and Economic Development	1
Central Banking and Monetary Policy	3
Money, Prices, Exchange Rates and Interest Rates	2
The Indian Financial System	3
Commercial Banks	4
Evolution of Modern Commercial Banks	3
International Banking	3
Finance Companies	3
Insurance Companies	3
Development Banks/Finance Institutions	4
Current Developments	1
Total	30

Project Appraisal and Finance

Course Code : SL FI 610

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of the course is to inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals prepared by others.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Project Management	ICFAI
Project Financing: asset based financial engineering, 2 nd e	Finnerty, John D. John Wiley & sons Inc - 2007
PROJECTS: Planning, Analysis, Financing, Implementation, and Review, 6 th e	Chandra, Prasanna. Tata Mc-Graw Hill Pvt. Ltd - 2006
Project Financing	Nevitt, Peter K / Fabozzi, Frank J. Euromoney Books
Modern Project Finance: A Casebook	Esty, Benjamin. John Wiley & Sons, Inc. - 2003
Strategic Project Management , 1 st e	Grundy, Tony B. PA (I) Pvt. Ltd. 2003

Detailed Syllabus

An Overview of Project Finance: Introduction to project finance and overview of the project finance market, project life cycle and its impact on the feasibility

A study of World Bank Project Reports Project Initiation and Resource Allocation: The Importance of a Proper Allocation of Resources, Process of Resource Allocation at the Corporate Level, Process of Resource Allocation at the Business Unit Level, Generation of Project Ideas and Creativity.

Market And Demand Analysis: Identification of the Target market, choice of the Market Strategy, Projection of Demand using Primary

Data and Secondary Data, Projection of Demand using Qualitative Models.

Technical Analysis: Selection of Appropriate Technology, Acquisition of Technology, Process of Procurement of Materials, Choice of a Good Location for the Project, Design of the Layout of the Facilities at the Project Site.

Financial projections: The Cost of the Project, The Means of Finance, Estimation of Working Capital, Profitability Estimations, Balance Sheet Projections, Projections of Sources and Uses of Funds.

Environmental Appraisal of Projects: Meaning of Environment and Pollution, Pollution Created by Different Industries, Methods of Preventing Pollution,

Environmental Regulations in India, Environmental Impact Assessment for Projects.

Social Cost Benefit Analysis: The Rationale for SCBA, Different Approaches to SCBA, methodology of SCBA followed by Financial Institutions, Public Sector Investment in India.

Structuring Projects: How project structures create value, Application of Portfolio Theories to Capital Budgeting.

Valuing Projects: Appraising a Project by Discounting and Non-Discounting Criteria, Appraising Projects with Special Features, FCF Approach, ERR Approach, Real Options – Issues in valuing long term projects,

Project Negotiation

Managing Project Risks: How risk management creates value in project finance

Financing Projects: Syndication, Islamic Finance, Leverage Leases, Various debt instruments and innovative Structures, Equator principles, securitizing project loans

Risk Analysis in Capital Investment Decisions: What is Risk, Types of Risk, Measurement of Risk, Method of Incorporating Risk into Capital Budgeting.

Multiple Projects and Constrains: Conflicts in Ranking of Projects by Different Criteria, Resolution of the Conflict in Ranking, Techniques for Selection of more than One Project from a Group.

Detailed Project Reports: Preparation of Detailed Project Report, Making Financial Projections.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
An Overview of Project Finance	2
A study of World Bank Project Reports Project Initiation and Resource Allocation	2
Market And Demand Analysis	1
Technical Analysis	1
Financial projections	2
Environmental Appraisal of Projects	1
Social Cost Benefit Analysis	1
Structuring Projects	3
Valuing Projects	3
Project Negotiation	1
Managing Project Risks	2
Financing Projects	3
Risk Analysis in Capital Investment Decisions	3
Multiple Projects and Constraints	2
Detailed Project Reports	3
Total	30

Risk & Insurance

Course Code : SL IN 601

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of this course is to help the students to understand the concept of risk and the management of risk. A bird's eye view of insurance industry will enable the students to understand insurance as a risk management technique.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Risk and Insurance	ICFAI
Risk Management & Insurance	Williams, Arthur. McGraw Hill
Introduction to Risk Management and Insurance, 9 th e	Dorfman, Mark S. Prentice Hall - 2007
Fundamentals of Risk and Insurance, 10 th e	Vaubhan , Emmet J. Wiley - 2007
Risk Management and Insurance, 2 nd e	Harrington. McGraw Hill - 2003
Risk Management and Insurance	Trieschmann. South Western College Publishing, USA

Detailed Syllabus

Introduction to Risk - The Concept and Definition of Risk - Classification of Risk - Risk and Human Behavior - Attitude towards Risk - Human Response to Risk

Risk Management Essentials - Nature of Risk Management - Development of Risk Management - Risk Management - Risk Management Process - Statement of Objectives - Identification of Risks - Evaluation of Risks / Exposures - Consideration and Selection of Risk Management Techniques - Implementation of the Decision - Evaluation and Review

Measurement of Risk - Identification and Evaluation - Sources of Risk - Exposures to Risk - A framework for Potential Risk

Identification - Hazard and Loss Analysis - Risk Evaluation - Direct and Indirect Losses - Hidden Costs of Accidents - Risk Profiling - Risk Assessment and Quantitative Methods - Budget Setting - Estimation of Future Effects - Claim Estimation - Accuracy of Estimates

Loss Exposure - Risk and Exposures to Losses - Personal Loss Exposures - Direct Exposures of Organizations - Property Exposures - Liability Exposures - Integrated Risk Exposures

Risk Management - Non-insurance Techniques - Risk Control - Risk Control and Risk Assessment - Risk Control and Risk Financing - Risk Control and Speculative Risks - Risk Control Tools and Techniques - Risk Avoidance - Loss Control - Prevention of Loss - Risk Transfer - Risk Financing Methods -

Contemporaneous Risk Financing - Prospective Risk Financing - Retrospective risk Financing - Risk Retention - Risk Transfer - Choice between Retention and Transfer - Legal, Economic and Public Policy Limitations - Value of Risk Management - Enterprise-Wide Risk Management.

Introduction to Insurance - Definition - Financial Definition - Legal Definition - Nature of Insurance - Insurable Loss Exposures - Benefits of Costs and Insurance - Social and Economic Benefits - Social Costs of Insurance - Benefit-Cost Tradeoff - Social Insurance

Principles of Insurance - Principle of Indemnity - Principle of Insurable Interest - Principle of Subrogation - Principle of Utmost Good Faith - Proximate Cause

Insurance Industry - Field of Insurance Products - Functions of Insurers - Processes - Types of Insurance Organizations - Organizations / Players - Professions in Risk and Insurance Management

Insurance Market - Economic Theory - Supply and Demand - Historical Problems - The Insurance Consumer - Channels of Distribution in Insurance - Consumer Protection - Globalization of Insurance Industry

Insurance as Risk Management Technique - Declaration - Insurance Agreement - Exclusions - Common Policy Conditions - Definitions - Basis of Recovery - Clauses Limiting Amount Payable

Selection and Implementation of Risk Management Techniques - Avoid Risk if possible - Implement Appropriate Loss Control Measures - Analyze Loss Control Decisions - Present Value Analysis - Select Optimal Mix of Risk Retention and Risk Transfer - General Guidelines - Selecting Retention Amounts - Implementing Decisions - Risk Manager vs. Insurance Agent - Organization for Risk

Management - Managing a Risk Management Program - Subjective Risk - Enterprise Risk Management and Alternative Risk Transfer - Alternative Risk Transfer Tools.

Cases

- Assessing Loss due to Theft
- Assessing Loss to a Property and Claims Adjustment Process
- Claims for Loss to Property: Genuine or Fraudulent?
- Liability Insurance: Personal Injury Claims
- Outsourcing of Underwriting Activities in Insurance: Advantages and Disadvantages
- Premium Rebates to Policyholders – Are they Ethical?
- Film Insurance & Financing in India

Source: Case Studies in Finance Volume III

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Risk	1
Risk Management Essentials	2
Measurement of Risks	4
Loss Exposures	3
Risk Management - Non-insurance Techniques	4
Introduction to Insurance	2
Principles of Insurance	2
Insurance Industry	2
Insurance Market	3
Insurance as Risk Management Technique	3
Selection and Implementation of Risk Management Techniques	4
Total	30

Global Capital Markets

Course Code : SL IB 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objectives of the course is to provide the student with a through understanding of the structure and functions of different financial markets as well as the instruments that are in use in those markets.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Global Capital Markets	ICFAI
Financial Institutions and Markets, 4 th e	Bhole, L.M. Tata Mcgraw Hill - 2004
Global Capital Markets	Joshi, P R. Tata Mcgraw Hill
Global Financial Markets	Giddy, Ian. Houghton Mifflin Co.

Detailed Syllabus

The Evolution of Global Financial Markets:

Concept of Circular Flow-Role of the Government-Savings and Investment: The Fuel to Power Markets-Globalization of the Financial Markets-Classification of Global Markets-Role of Financial Intermediaries-Intermediaries Handling Individual Investors-Types of Financial Intermediaries- Primary and Secondary Markets

The Structure of Global Financial Markets:

Money Markets-Advantages of Money Markets-Understanding Bond Markets-Advantages with Bonds-Types of Bond Market Instruments-Players in Bond Markets- Government Bond Issues and Agency Debt- The Need for MBS Market-Process of Securitization-Collateralized Mortgage Obligations (CMOs)-Comparing Different Mortgage Securities

Euro Instruments Markets: Syndicated Euro Credits-Issuance of Euro Notes-Issuance of Euro Bonds- Issuance of Euro Equities

The American Markets: Introduction to US Money Markets-Instruments of Money markets-Variety Types of Municipal Securities-Eurodollar Market-Money Market Mutual Fund-The US Bond Market-Instruments in Bonds Markets-Types of Corporate Bonds-The US Equity Markets-Banking Regulations- Three Major Exchanges in US.

Japanese Markets: General Background of Japanese Markets- Japanese Banking Structure-Financial Sector Reforms in Japan-Major Funding Avenues-Export Finance in Japan-Credit Rating in Japan

German Capital Markets: The Germany Economy-The German Banking System-The German Bond Markets

English Markets: Introduction to UK Markets-The Big Bang of 1986- The UK Financial Market-The Financial Services Authority-Major Funding Routes-Export Finance

Swiss Capital Markets: General Scenario- The Swiss Banking Industry-The Swiss Insurance Industry-Performance of the Swiss Economy-

Regulation of the Swiss Banking Industry-Swiss Fixed Income Markets-The Swiss Bond Market-Swiss Equity Markets-Exchange rates/Interest rates-Export Finance in Switzerland

Multilateral Financial Institutions: World Bank Group- Detailed Study of World Bank-International Development Association (IDA)-International Finance Corporation (IFC)-Multilateral Investment Guarantee Agency (MIGA)-International Center for Settlements of Investment Dispute (ICID); International Monetary Fund (IMF)- Main Areas of Activities-Funding Avenues-Lending Activities-The Process of IMF Lending-Other IMF Facilities-Regional Development Banks; OPEC-AFDB-IADB-EBRD-ADB.

Futures, Options and Swaps: History of Futures Markets-The Meaning and Operation of Futures-Index Futures-Currency Futures-Commodity Futures- Concept of Options-American and European Options-Trading Strategies with Options-Option Pricing Models-Exotic Options-The Concept of Financial Swaps-Interest Rate Swaps-Options on Swaps-Commodity Swaps, Currency Swaps-Pricing of Swaps.

Export Credits: The Origin and Growth of Export Credits-How Exports are Financed-How Interest on Export Credits is Calculated-Role of Export Credit Insurance-Berne Union and its Importance-The Indian Context.

International Financial Strategies: Importance of International Financing-Various International Financing Strategies-Choosing the

Appropriate Funding Option- Cost Consideration in Choosing a Funding Option-Resource Diversification-Credit Rating and its Relevance-Various Cost Computations-How to Arrive at an Optimal Mix.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
The Evolution of Global Financial Markets	2
The Structure of Global Financial Markets	3
Euro Instruments Markets	3
The American Markets	3
Japanese Markets	2
German Capital Markets	1
English Markets	1
Swiss Capital Markets	2
Multilateral Financial Institutions	3
Futures Options and Swaps	5
Export Credits	2
International Financial Strategies	3
Total	30

General Insurance

Course Code : SL IN 606

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The course helps the students to gain adequate conceptual knowledge on the Products in general insurance, particularly the personal policies, while giving due emphasis on underwriting and claims management.

The course also provides an insight into the commercial general insurance, particularly Motor, Fire, Engineering and Marine Insurance

REFERENCE BOOKS	AUTHORS / PUBLICATIONS
General Insurance – Personal	ICFAI
General Insurance – Commercial	ICFAI
Introduction to Commercial General Insurance	Chartered Insurance Institute, London
Insurance Books	Insurance Institute of India

Detailed Syllabus

Principles of General Insurance: Financial System and Insurance - Insurance and Financial Security- Risks and their Classification - Risk Management and Insurance- Principles of Insurance- Differences between Life and General Insurance-Recent Developments.

Personal Policies: Family Risk Management - Identifying areas of Potential Losses-Measurement of Loss Potential- - Personal Accident and Health Insurance- Mediclaim Policy- Overseas Mediclaim policy, Cancer Insurance, Critical illness insurance

Motor Insurance: Origin-application of Principles of Insurance - types of Motor Vehicles - Types of Policies-Motor Tariffs - Premiums - Registration and Insurance - Motor trade Policies - Underwriting - Claims.

Marine Insurance: Origin- Indian Scenario-International Market-Application Basic Principles- Classifications of Marine Insurance-

Institute Cargo Clauses - War Clauses - Strike Clauses - Contract of Marine Insurance - Marine Insurance Policy - Warranties - Marine Cargo Policy - Marine Losses - Transit Clauses.

Fire Insurance: Historical background - Indian Scenario - Application of Basic Principles of Insurance - Standard Fire Policy - Express Conditions and Warranties of a fire Policy - - Mortgage Clause - Other Insurance - Contribution - Co-insurance-duties, Rights and Limitations of the Parties-Fire Hazards-Measures of Preventing Fire Hazards.

Engineering Insurance: Origin-Application of Basic Principles of Insurance - Policies for Constructional Phase- Contractors All Risks Insurance - Erection all Risks Insurance - Marine cum Erection Insurance- Advance Loss of Profits Insurance - Machinery Insurance - Contractors' Plant and Machinery Insurance - Boiler and Pressure Plant Insurance - Machinery Loss of Profit Insurance - - Electronic Equipment Insurance.

Insurance of Property and Liability: Fire Insurance or Insurance of Property- Package Policies- Liability Insurance- Workmen's Compensation Policy- Terminology, Perils, Clauses and Covers.

Risk Assessment, Underwriting and Rate Making: Need for Risk Assessment- Risk Assessment by Insurance Companies- Risk Rating- Premium- Basic Statistical Tools for Risk Evaluation- Underwriting of Different Hazards.

Product Design, Development and Evaluation: Role of Regulations- Other Factors in Product Development - Product Design, Development and Evaluation - New Products - Problems in Product Development.

Legal Framework and Documentation: Essential of Insurance Contract - Insurance Contract and Legal Framework- Elements of Insurance Contracts- Motor Vehicles Act, 1939 - Public Liability Act 1991 - Documentation.

Claims Management: Claims Management in Insurance Business- Different aspects-Procedure Followed in an Insurance Company-Role of the Surveyor- Settlement of Claims under Different Policies in Personal Lines - Points to be checked while Processing the Claims. Ethical aspects of claims Management – Close proximity of claims.

Marketing and Servicing: Risk Management Technique - Factors that affect Marketing of Insurance - Options available for Insurance Services - Distribution Methods of Insurance- Market Research- Sources of primary and secondary source Information.

Reinsurance: Need and Importance of Reinsurance- Types and Methods of Reinsurance- Relative Advantages and Disadvantages - Reinsurance Management Strategy- Reinsurance of Large Risks and Catastrophes - Fixing of Retentions and Reinsurance for Personal Lines.

Cases

- IRDA and the Changing Tariff Structure for Motor Vehicle Insurance in India
- Assessing Loss Due to Theft
- Claim Adjusters and Workers Compensation Claims
- Assessing Loss to a Property and Claims Adjustment Process
- Assessing Losses Caused by Vandalism
- Reinsurance in India

Source: Case Studies in Finance Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Principles of General Insurance (Including case discussion)	2
Personal Policies	3
Motor Insurance (Including case discussion)	3
Marine Insurance	2
Fire Insurance	2
Engineering Insurance	2
Insurance of Property and Liability (Including case discussion)	2
Risk Assessment, Underwriting and Rate Making	3
Product Design, Development and Evaluation	2
Legal Framework and Documentation	2
Claims Management (Including case discussion)	3
Marketing and Servicing	2
Reinsurance (Including case discussion)	2
Total	30

Overview of Banking

Course Code : SL BK 605

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course primarily focuses on the basics of banking. It aims to provide a comprehensive understanding to the various activities performed by banks.

REFERENCE BOOKS	AUTHOR / PUBLICATION
An Overview of Banking	ICFAI
Banking Theory Law and Practice	Sundaram / Varshney. Sultan Chand and Sons Publisher - 2004
Management of Banking & Financial Services	Paul, Justin / Suresh, Padmalatha. Pearson – 2007
General Bank Management	Indian Institute of Banking & Finance – Macmillan Publication
Practical Banking Advances	Bedi, H.L. / Hardikar, V.K. UBSPD publishers and distributors
Financial Institutions and Markets, 4 th e	Bhole, LM. Tata McGraw Hill - 2004
Indian Financial System, Theory and Practice, 4 th e	Khan, M Y. Tata McGraw Hill - 2004

Detailed Syllabus

Indian Financial System: The Financial System, Nature, Evolution and Structure, The Functions of Financial Intermediaries, Financial Instruments, The Role of Financial System in Economic Development, The Indian Financial System.

The Origin and Growth of Banking: of Banking, Functions of Commercial Banks,, Banking in the New Millennium.

Banker Customer Relationship: Types of Accounts, Types of Relations, KYC Norms, Banker – Customer relationship, Rights and Duties of Banker/ Customer, Importance provisions of NI Act

Sources & Uses of Funds: Bank Balance sheet, Sources & Uses of Funds in a Bank. Form of

Balance Sheet of Banking Companies. Different Schedule under Banking Regulation Act. – Provisioning norms of CRR & SLR

Deposit Management: Importance of Deposit, Types of Deposit in India, USA & Europe. NRI Deposits, Cost of Deposit & its impact on Profitability, concepts of Fixed & Floating Rate of Interest, Deposit Insurance.

Cheques: Special Features Negotiability, Validity, Crossing & Endorsement.

Cash Management: Importance of Cash Management issues, Cash at Counter, Vault & Currency Chest.

Lending Activities : Lending activity, Basic requirements for lending.

Credit Policy: Need for Credit Policy, Components of Credit Policy, Credit Policy

Pursued by the Government, Bench Marks Exposure Norms, Credit Culture.

Retail Banking: Basics of Retail Banking, Forms of Retail Banking and Emerging issues

Corporate Banking: The nature of corporate banking, Developments in corporate banking, Consortium finance, Multiple banking arrangements, and Loan syndication

Financing SMEs: Small-scale industries, The Nayak committee recommendations, Appraisal, Monitoring and Nursing of SSIs, Institutional and Infrastructural support to SSIs, Time norms

Rural Banking & Micro Finance: Sources of rural finance – Credit delivery mechanism in Rural finance to Co-operative Agricultural and Rural Development Banks (CARD) – Regional Rural Banks (RRBs) – Service Area Approach (SAA) – National Bank for Agriculture and Rural Development (NABARD), Microfinance

Follow up & Recovery: NPA's, Classification, SARFE Act & Asset securitization.

Fee-based Services: Fee-based Services L/C,B/G, Subsidiary services, Bancassurance, Demat Account, Safe Deposit Locker , Mutual Funds, Merchant Banking Activities – Management of Public issues, Reasons, Eligibility norms, Regulatory framework, Marketing of issues, Post issue activities

Plastic Money: Different types of plastic money, Concept of a credit card, Distinction between Credit card, Charge card and Debit card, Mechanics of a credit card transaction, Credit card as an augmented retail financial product, Credit card business in India, The merging scenario - CRM, (AWB, ATM, Mobile Banking Internet Banking) Delivery Channels (Payment & settlement services)

Internal Control: House Keeping, Internal Audit

Regulatory Frame Work: Role of RBI in Banking Supervision & Regulation, on site Inspection – Concepts of CAMELS- Offsite Surveillance, ombudsman, Customer protection

Act, Concepts of Capital Adequacy and Risk Management. (Basel I & II)

RBI Act, Banking Regulations Act, NI Act, Conliact Act & Transfer of Property Act.

Banking Regulation Act 1949 – Business of banking companies, Management of banks, Restrictions on business, role of RBI, Statutory returns

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Indian Financial System	2
Origin and Growth of Banking	1
Banker Customer Relationship	1
Sources & Uses of funds	2
Deposit Management	1
Cheques	1
Cash Management	2
Lending Activities	2
Credit Policy	2
Retail Banking	1
Corporate Banking	1
Financing SMEs	1
Rural Banking & Microfinance	2
Follow-up & Recovery	2
Fee-based services – Management of Public issues	2
Plastic Money	2
Internal Control	2
Regulatory Framework – RBI Act...	2
Banking Regulation Act 1949	1
Total	30

Banking Services Operations

Course Code : SL BK 606

Sessions : 30

Credit : 3

Semester : III/IV

Objective:

The focus of the course is directed towards the various operation performed in banks and the different ways of managing risk faced by banks.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Banking Services Operations	ICFAI
Banking Theory Law and Practice	Sundaram / Varshney. Sultan Chand and Sons Publisher - 2004
Managing Indian Banks: Challenging Ahead, 3 rd e	Joshi, Vasant C / Joshi, Vinay V. Sage Publications - 2009
Banking Law and Practice in India	Jannon, M.L Students Edition - 2007
General Bank Management	IIBF – Macmillan

Detailed Syllabus

Introduction to Banking Operations: The Changing Nature of Banking Operations, Importance of Customer Relationship Management in Banks, Role of Technology in Banking Operations.

Services Design and Delivery Strategies in Banks: Products and Services Offered by Banks, Response of Banks with Newer Services and Delivery Mechanisms & Delivery Strategies in a Bank, Implications of Service Intangibility.

Introduction to Electronic Banking: Role of Technology, Significance of Computerization in Banks, Finance Portals for the Banking Industry, Multi-channel Operations (Remote Banking), The Regulatory Framework. Electronic Banking, Electronic Banking, Electronic Banking: Market Assessment, e-Banking: An Introduction, Internet: e-Commerce, e-Banking, e-Banking in India, Internet Banking Strategy, Risks in e-Banking. The Branch Renaissance, The Migration to an Online Environment, Customer Relationship

through Portals, The Digital Age of Banking. Core Banking Solution, Universal Banking etc.

Security Considerations in e-Banking: The Need for Security, Sources and Types of Risks, Causes of Risks, Control Measures at System Level and Network Level, Disaster Recovery and Contingency Plans, Legal Aspects and Framework, Security Policy.

Facilities Management: Payment and Settlement Systems in India and abroad, RTGS and Clearing House: Emerging(US & Europe-CHIPS, CHAPS, FedWire, TARGET & CIPA etc.) Clearing House :Manual, MICR, High Value & National Clearing, Clearing Corporation of India Ltd. Etc. Emerging New System: ECS(Debit & Credit)EFT, MEFT, RTGS; LERM, Remittances through non-banking Channels, etc. Remittance Channels; INFINET,BANKNET,SWIFT etc. Risk Factors for Payments Systems, International Standards on Payment Systems, Role and Concern of Central Bank and Participants, Cost Reduction Exercise.

Service Quality Metrics: Core Factors, Customer Relationship Management, Technical Quality and Functional Quality, Role and Process Capability for Managing Services, Managing Service Delivery, ISO 9000 Certification in Banking Services

Improving Quality and Productivity: Banking Services: Technical Quality and Functional Quality, Determining What Satisfies the Customer, Customers' Perception of Banking Service Quality, Devising Quantitative Determinants, Non-Quantitative Determinants, Quality by Design: Formulating a Suitable Standard, Quality Assurance, Managing Service Delivery, Improving Productivity and Performance, Importance of Six Sigma to Banks, Six Sigma in Banks, Steps for Improving Quality of Service.

Operational Controls: Banking Regulations and Supervision, Maintenance of Documents and Records, Adequate Information Storage and Retrieval Mechanism, Maintenance of CRAR, Reporting, Asset-Liability Management System, Organizational Structure, Audit and Vigilance.

Introduction to Risk Management: What Risk is All About, Basic Purpose of Risk Management in Banks, The Process of Risk Management, Different Types of Risks in Banks, Overview of Enterprise-wide Risk Management in Banks

The New Basel Accord-Implication for Banks: An Overview, Basel II Framework, The Three Pillar Architecture, Organizations Affected by Basel II, Impact of Basel II.

Risk Management Strategies: Operational Risk Management Strategies at Banks, Financial Risk Management Strategies, Systemic Risk

Management Strategies, Risk Limitation, Management of IT Implementation risks.

Operational Risk Management: Operational Risk and its Evolution, Major Sources of Operational Risk in Banks, Measurement of Operational Risk, Management of Operational Risk.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Banking Operations	2
Services Design and Delivery Strategies in Banks	3
Introduction to Electronic Banking	3
Security Considerations in E-Banking	1
Facilities Management	5
Service Quality Metrics	1
Improving Quality and Productivity	2
Operational Controls	4
Introduction to Risk Management	2
New Basel Accord-Implication for Banks	2
Risk Management Strategies	3
Operational Risk Management	2
Total	30

Retail Banking

Course Code : SL BK 607

Sessions : 30

Credit : 3

Semester : III/IV

Objective:

The course is designed to provides the student with adequate knowledge about banking and its products, the retail banking segment and the processes for managing retail credit.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Retail Banking	ICFAI
The Art Of Better Retail Banking	Croxford, Hugh et al. John Wiley and sons Inc - 2005
Achieving Excellence in Retail Banking	Leichtfuss, Reinhold. John Wiley & Sons - 2003

Detailed Syllabus

Introduction to Retail Banking: Concept of Retail Banking, Main Subsets Of Retail Banking Definition And Characteristics Of Consumer Banking- Change in Bankers' Perception About Retail Banking and Acceptance of Retail Banking As Risk

Diversification Tool-Differences Between Retail Banking, Private Banking & Priority Banking-Segmentation- Reasons for Boom in Retail Banking, Economics of Retail Explosion-Threats of Retail Boom-Importance of Retail Banking to Indian Economy-Quality of Life, Consumption Financing, Lifestyle Lending-Other Sources Of Retail Finance- Non Banking Finance Companies-Chit Funds-Company Deposits-Retail Chains of Consumer Products-Installment Credit Advantages of Bank Finance.

Retail Products and Channels: Opening of Various types of Bank accounts. All Channels e.g.-Branch Banking-Distribution Channels-Traditional Banking vs. Branch Banking-Technology Based Channels-ATM-Tele Banking-Internet Banking-Kiosk Banking-Advantages & Disadvantages-Types of Retail Banking Products & Services-Savings Avenues-Payment Facilities-Annuities-Mutual Funds-Asset Side Products-Loans-Productive & Consumption Purposes- Consumer Credit Bill

Finance to Individuals Products-Major Subsets-Auto Loans-Home Loans and White Goods Loans Education & Personal Loans & Limits Characteristics-Lifestyle-Related Products-Plastic Money Products-Origin & Evolution-Types-Characteristics- Credit Cards- Meaning & Definition; Operation Of Credit Cards-Mechanism of Credit Card Operation-Advantages/ Benefits of Credit Cards to Banks, to Cardholders & to Merchant Establishments; Profitability; Disadvantages Of Credit Card-Other Types Of Cards, Such as, Debit Cards, Cheque Cards, Charge Cards, Smart Cards etc.-Advantages & Disadvantages-Other Liability Products, Asset Products-Secured/Unsecured-Third Party Products-Other Products (Demat).

Recent Trends in Retail Banking: Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)-Technology as a differentiator- International Trends and Tools. Regulatory Aspects-Microfinance- Urban Retail Products-Factoring.

Facilities Management: Payment and Settlement Systems in India & abroad (US & Europe-CHIPS, CHAPS, FedWire, TARGET & CIPA etc.) Clearing House: Manual, MICR, High Value & National Clearing, Clearing Corporation of India Ltd. Etc. Emerging New

System: ECS (Debit & Credit) EFT, MEFT, RTGS; LERM, Remittances through non-banking Channels, etc. Remittance Channels; INFINET, BANKNET, SWIFT etc. Risk Factors for Payments Systems, International Standards on Payment Systems, Role and Concern of Central Bank and Participants, Cost Reduction Exercise.

Product Management: Concept of Product Management-Role of Innovation in product designing - Positioning - Customer needs assessment – Segmentation – Enhancements – Feedback- Branding-Promotions and schemes.

Sales and Distribution Management: - Direct Sales- Strategy Of Marketing and Sales in Banks-Relationship Management-CRM-Customer Protection Laws-Customer Satisfaction-Cross - Channel Selection and Channel Management - DMA, DSA-Empanelment of Channel Partners- Monitoring a Channel Partner-Integrity- Performance Management- Productivity Rewards.

Personal Banking: - Concept of Private Banking-Private Banking in Indian banks-Why Private Banking-Private Banking in New Generation Bank - HNI Products- Non Resident Indians & Their Accounts with Indian Banks-Investment Opportunities Available to NRIs in India-Wealth Management- Meaning and Constituents of Wealth Management-Advisory Role-Functions & Responsibilities-Financial Planning & Financial advisory responsibilities-Fiduciary role

Securitization: Evolution of NPAs management in Indian Banking-New tools of recovery-DRTs, Lok Adalat, One time settlement, sarfaci Act, Follow up of adultants / recovery- notices, visits NPA Clarifications, OTS-Asset Securitization Act-Meaning and importance as a Risk Transfer/Diversification Measure-Legal framework-Advantages & disadvantages - Procedure of Recovery Under the Act-Sell Down-Buy Out-Risk Diversification Tool - Rating of a pool - Recent Regulatory Guidelines - Problems of implementation in Indian Environment- RBI Guidelines on recovery agents.

Credit and Risk Management: What is Risk-How Banks are affected by Risks-Types of Risks Faced by Banks-Impact of Retail Banking on Bank's Risk Profile-Risk Prone Area-Indicators of Risk-Risk Mitigating Measures-Risk Measurement-Pricing Of Products Based On Risk Profiles-Management of Risks in Banks-Definition–Credit Vs. Risk-Risks Involved In Various Segments - Validation of Ability/ Intention to Pay-Credit Process (Including Scoring, Outsourcing)-Verification of Loanees- Validation of Ability/ Intention to Pay, Verification of Loanees by Internal Agencies vis a vis Outsourcing-Legal Documentation- Need, Process and Time Schedule-Risks Involved in Various Segments of Retail Loans-Operational Risks-Operational Risks Management Strategies-Operational Risks and IT-Delinquency Management-Provisioning Norms-Disaster Recovery Management-Portfolio Management-Credit Bureaus.

Regulatory Environment: Need for Regulation in Banking, Internal Regulation-RBI-Business Facilitator-Model-External Regulation-Know - Capital allocation and risk assignment norms-End user monitoring - Basle Norms - Sarbanes Oxley- Business Continuity Management, AML

Case Studies

- HDFC's Business Model
- ICICI into Universal Banking

Source: Retail Banking – ICAFI (MRB)

Suggested Schedule of Sessions

Topic	No of Sessions
Introduction to Retail Banking	3
Retail Products and Channels	5
Recent trends in Retail Banking	3
Product Management	3
Sales and Distribution Management	2
Personal Banking	4
Securitization	3
Credit and Risk Management	4
Regulatory Environment	3
Total	30

Rural Banking & Microfinance

Course Code : SL BK 608

Sessions : 30

Credit : 3

Semester : III/IV

Objective

'Rural Banking and Microfinance' intends to provide the student with adequate knowledge of increased role and potential of rural India in the country's economic development. In this context, Microfinance has emerged as an important mechanism in increasing rural wealth. Thereby it is imperative in the study of Rural Banking.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Rural Banking	ICFAI University
Rural Development in India	Desai, Vasant. Himalaya Publishing House - 2005
A challenge in the crisis Functional and Financial Devolution on Panchayats in India	Subrahmanyam, K. Siva / Choudhury, R.C. NIRD
Impact of Liberalisation & Globalisation on Rural Livelihoods	Edited by A.V.S.Reddy and B.K.Thapliyal, NIRD - 2003
Microfinance	ICFAI University

Detailed Syllabus

Rural Banking:

Rural India: Definitions of Rural Areas – Spread of Population in India – Rural Economy – Rural Employment – Rural Poverty – Agricultural Reforms – Rural Credit.

Panchayat Raj System for Rural Development: The Concept of Panchayat Raj – The Structure of Panchayat Raj – Role of Panchayat Raj in Rural Development.

Rural Infrastructure: India's Infrastructure – Importance of Rural Infrastructure – Benefits of Infrastructure Development – Role of Rural Credit.

Government Initiatives for Rural Development: Agricultural Credit – Banking Reforms and Rural Credit – National Bank for

Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Schemes for Rural Development – Self Employment and Entrepreneurship Development.

Agricultural Activities: Agricultural Finance in India – Credit Sources to Agriculture and Allied Activities – Agricultural Credit in Post-Economic Reforms Era – Agricultural Advances – National Agricultural Insurance Scheme – Recovery and NPAs in Agricultural Sector.

Farm Development Loans: Agricultural Term Loans – Land Development Loans – Loans for Minor Irrigation – Dugwell Scheme/ Development of Old Well Scheme – Procedure for Availment of Refinance – Development Loans for Plantation/Horticulture.

Allied Activities in Agriculture: Allied Activities – Poultry Farming – Dairy Farming – Pisciculture – Aquaculture – Horticulture – Cold Storage – High-Tech Agriculture – Agro-Processing.

Agricultural Marketing in India: Overview of Agricultural Marketing – Agricultural Marketing System – Agricultural Price Commission – Current State of Agricultural Marketing – Agricultural Marketing Credit in India.

Small-Scale Industry: Role of Small-Scale Industries – Structure of Small-Scale Industries – Village, Rural and Small-Scale Industries – Credit Support for SSI/Tiny Sector/Agro-Rural Industries – Major Problems and Challenges Faced by the SSI/Agro-Rural Sector – Role of SFCs in the Development of Small-Scale Industries.

Green Revolution: Scope of Green Revolution – Key Inputs for Green Revolution – ‘Generation’ Problems – Role of Technology – Impact of Green Revolution – Green Revolution and Rural Development.

MIS in Banks: Rural Informatics – Information Systems (IS) Applications – Geographical Information Systems (GIS) Applications – Networking Applications – Multi-media Applications – NIC’s Role – E-governance for Rural Masses – Basic Statistical Returns.

Microfinance

Overview of Microfinance: Experiences of Poverty Initiatives in India, Overview of Indian Poverty Alleviation Programs of Seventies and Eighties; Strategic Shortcomings in Programs – Bangladesh Grameen Experiment, Savings Program; Grameen and the Question of Replicability; Grameen’s Socio-political Context; Land Ownership and the Distribution of Property Rights; Local Government in Bangladesh; Culture and Power in the Village; Grameen’s Work Environment – Microcredit Summit-1997 and Policy Planning, Microcredit and Microfinance: Agenda for Policy Planning; Credit as a Poverty Initiative.

Self Help Group Approach: The Concept, Why Self-Help Groups? – Objectives – Promotion, Group Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, What are the Books kept by a SHG? Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Objectives and Functions of Networking – Credit Rating and Bank Linkage, Grading of Self Help Groups; Development of Rating Instrument – Linking of Self Help Group to Bank, Step-wise process of Operating of SHG.

Models of Microfinance: Conventional Models, Direct Method; Indirect Method; Models in Andhra Pradesh – Business Facilitator/Business Correspondent Model, Business Facilitators; Business Correspondents; Engagement of Business Facilitators/Correspondents: Concerns and Safeguards; Policy for identification and Acceptance – Bank-MFI Bulk Lending Model – Partnership Model, Promoting Bank-MFI Partnership Model.

Development of Microfinance Products: Types of Products – Savings, Objectives – Microinsurance, Regulation of Microinsurance; Insurer-MFI Partnership Model – Securitization, Need for Securitization in India – ICICI Bank Lending Products.

Sustainable Development Issues: SHG Issues, What are the Important Steps for Sustainable Development of SHGs? What are the Skills needed for Managing Successful SHGs? – Promotion of Micro Enterprises, Micro Enterprises-Opportunities and Challenges; Characteristics of Micro Enterprises; Micro Enterprise Promotion-Critical Gaps; Cluster Approach for Micro Enterprise Promotion; Types of Clusters; Challenges for Cluster Micro Enterprises – Capacity Building – Assessment of MFIs, Rating of Microfinance Institutions; Non-financial Parameters; Financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL’s Criteria for MFI Evaluation,

MICROS – Regulatory Framework-Recommendations of Expert Groups, Microfinance Act; Interest Rates; Savings; Regulations on Investment; Response to Primary Concerns: Bridging the Gap with Safeguards; Rate of Interest; Vepa Kamesam Group Recommendations – Microfinance Risk Scenario – Political Risk; Economic Risk; Currency Risk; Geographical Risk; Saturation and Unhealthy Competition; Institutional Risk.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Rural banking: Rural India	1
Panchayat Raj System for Rural Development	1
Rural Infrastructure	2
Government Initiatives for Rural Development	2

Topic	No. of Sessions
Agricultural Activities	2
Farm Development Loans	2
Allied Activities in Agriculture	2
Agricultural Marketing in India	2
Small-Scale Industry	2
Green Revolution	1
MIS in Banks	1
Micro Finance:	2
Overview of Microfinance	
Self-Help Group Approach	3
Models of Microfinance	3
Development of Microfinance Products	2
Sustainable Development Issues	2
Total	30

Risk Management in Banks

Course Code : SL BK 601
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To understand the various types of risks in banking and to identify, measure and control risks.
To understand the Guidelines and directives of Regulator in risk control and management.

REFERENCE BOOKS	PUBLICATION / AUTHOR
Risk Management in Banks	ICFAI
Risk Management, 1 st e	Crouchy, Michel et al. McGraw-Hill - 2005
Risk Management in Banking, 2 nd e	Bessis, Joel. John Wiley and Sons - 2002
Financial Risk Management	Edinburgh Business School
Risk Management	Verma, S B. Deep & Deep Publications
Managing Bank Risk	Glantz, Morton. Published by Academic Press - 2002
Asset Liability Management	Kumar, T Ravi. ICFAI Vision Series
Analyzing & Managing Banking Risk, 3 rd e	Geuninig, Hennie Ban / Brdjouce, Sonja. The World Bank - 2009
Risk management	IIBF Mumbai taxman publications
Theory and practice of treasury and risk management in	IIBF. Taxman
Banks Credit risk management.	Bidni, S. K. / Mitra, P.K. Taxman
Risk Management in Indian Banks	Dr. Bhattacharya. Himalaya Publishers

Detailed Syllabus

Introduction to Risk Management: What risk is all about; Basic Purpose of Risk Management in Banks; The process of Risk Management; Different Types of Risks in Banks; Overview of Enterprise-wide Risk Management in Banks.

Asset-Liability Management in Banks: Need for macro- and Micro-level Asset-Liability Management; Role of Asset-Liability Management Committee; The Asset-Liability Management process; Asset-Liability Management and its Purpose; Regulatory prescription for Asset-Liability Management.

Managing Credit Risk: Drivers of Credit Risk; Credit Rating; Capital Adequacy Requirements; BIS Risk-Based Capital Requirements Framework; Traditional Measurement Approaches; Different Models of Credit Risk. Importance of Credit Appraisal & Monitoring in managing credit risk.

Managing Market Risk in Banks: Risk and Sources of Risk; Measuring Risk and Value-at-Risk (VaR); Approach to VaR; Types of Risk; Indian Scenario. Impact of Market Risks on Banks' performance – Types of market risks.

Managing Liquidity Risk: Liquidity Risk and the Need for Managing it in the Long/short Run; Fundamental Approach to Long Run Liquidity Risk Management; Technical Approach to short Run Liquidity Risk Management; Factors Influencing Investment- Borrowing Decisions. Importance of cash management in banks.

Managing Interest Rate Risk: Types of Interest rate risks; Gap Methodology; Duration Analysis.

Managing Foreign Exchange Risk: Nature and Magnitude of Exchange risk; Tools and Techniques for Managing Forex Risk; Managing the currency risk; Futures, options and swaps;

Operational Risk Management: Operational Risk and Its Evolution; Major Sources of Operational Risk; Measurement of Operational Risk; Management of Operational Risk.

Risk Management Frame work in Banks: Enterprise –wide Risk Management in Banks; Elements of Risk Management Frame work; Systematic Risk Management in Banks; Different Measures of measuring Risks; Involvement of the management in the Risk Management Frame work.

Risk Management Tools: Tools and Techniques for Managing Credit Risk, Forex Risk, Interest Rate Risk, Market Risk

Derivatives in Banks: Futures in Banks and Different Types of Futures; Options in Banks and Different Types of Options; Swaps in Banks and Different Types of swaps; Use of the Derivative Products. Credit Derivatives; Mortgage Guarantee Companies.

Risk Management Strategies: Operational Risk Management Strategies; Financial Risk Management Strategies; Systematic Risk Management Strategies; Risk Limitation; IT Implementation Challenges. Outsourcing of services by banks, risks in outstanding safeguards to be taken by banks, RBI directives to banks.

Enterprise-Wide Risk Management in Banks: The Necessity of ERM; The Process of ERM; Measurement of ERM; Transfer Pricing; Cases in ERM.

The New Basel Accord- Implication for Banks: Basel II Frame Work- The Three Pillar Architecture; Organizations Affected by Basel II; Impact of Basel II. On Capital Adequacy Regulatory Guidelines.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Risk Management	3
Asset Liability Management in Banks	3
Managing Credit Risk	3
Managing Market Risk	2
Managing Liquidity Risk	2
Managing Interest Rate Risk	2
Forex Risk	2
Operational Risk	2
Risk Management Frame work in Banks	2
Risk Management Tools	2
Derivatives	2
Risk Management Strategies	2
Enterprise Wide Risk Management	1
The New Basel Accord	2
Total	30

Treasury Management

Course Code : SL BK 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of the course is to help the student gain insight into the myriad functions of a treasurer ranging from cash and liquidity management, reserves management, funds management to transfer pricing, and risk management.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Treasury Management	ICFAI
IBFS Study Material	ICFAI
Analysis for Financial Management, 8 th e	Higgins, Robert C. McGraw-Hill/Irwin - 2005
Fundamentals of Financial Management, 11 th e	Van Horne, James C. Prentice Hall - 2001
Practical Financial Management, 4 th e	Lasher , William R. Thomson – South –Western - 2005
An Introduction to Fund & Investment Management in Banks	R Bhaskaran, BIRD Lucknow
The Treasury's Hand Book	J P Morgan Fleming
2006 Foreign Exchange and Treasury Management Handbook	Euro Money Year Book
Treasury & Risk Management	IIBF & MacMillan
Financial Markets and Institutions & Risk Management Approach, 3 rd e	Saunders, Anthony / Cornet, Marcia Millan. Tata Macraw Hill - 2005

Detailed Syllabus

Scope and Functions of Treasury Management: What is a Treasury Management; Structure and Organization of Treasury Management; Role of CFO; Functions of a Controller; Functions of a Treasurer; Responsibilities of a Treasure.

Financial Systems and Financial Markets: Functions of the Financial System; Constituents of the financial System; Need for Various Financial Markets; Role of Financial Assets and Financial Intermediaries in the financial System.

Credit Market: The role of credit Market in the financial System; Credit Facilities in the credit

Market; Risks Involved and Pricing Decisions; Role of Indian Credit Market.

Short Term Instruments: Introduction to Money Markets.

The money Market Instruments; Various Intermediaries and their Role; Influence of Monetary policy on Money Markets; Regulatory Framework in the Indian Money Market; Recent Developments in the Monetary and Credit Policy.

Call Money: Features of Call Market; Developments in Indian Call Markets; Movements of Call Rates; Role of Reserve Bank of India; Call Markets in Other Countries.

Treasury Bills: Features of Treasury Bills; Types of Treasury Bills; Issuing procedure of Treasury Bills; Primary Market and settlement Procedures; Features of Treasury Bills Abroad.

Certificate of Deposits (CDs): Feature of CDs; Purpose for which CD's are Issued; The Issuing Procedure; The Guidelines.

Bill Financing: Concept and Features of Bills of Exchange; Types of Bills; Procedure of Bill Financing; Foreign Bills; Discounting of Bills by NBFC's; Commercial Bill Financing.

Repurchase Agreements (REPO's): Nature and Purpose of Repo's; Features of Repo's; Issuing procedure of Repo's. Regulatory Framework – Hands Experience

Gilt-Edged Securities Market: Feature of Government securities; Primary Market; Trends in the Government securities Market; Issuing Procedures and Redemptions; Role of RBI.

Financial Guarantees: Guarantee; Sources of Guarantees; Specialized Institutions offering Guarantees such as DICGC and ECGC; Polices Covered by DICGC and ECGC.

Treasury Operations: Integrated Treasury; Operations of Treasury; Dealing and Settlement Procedures. Forex markets & its products. Derivative Markets & Products.

Internal Treasury Control: Structure and Organization of Treasury; Accounting and control; Various Measures of Controls; Insight into Information systems and Reporting Standards; Measuring Treasury Performance.

Managing Customer and Investor Relationships: Services rendered by Banks; The Indian Banking Services; Investor Relations Programs; Disseminating Information; planning for contingencies; Dealing with Hostile Press.

Funds Management in Banks: Cash and Liquidity Management; Reserves Management; Investment Portfolio Management; Transfer Pricing; Asset and Liability Management.

Investment Portfolio of Banks: Investment portfolio of Banks; Investment Management;

Components of Bank's Investment Policy; Valuation of Investment Portfolio – Models of Investment

Asset –Liability Management: ALM Information Systems; ALM Organization; Liquidity Risk Management; Currency Risk Management; Interest rate Risk (IRR) Management.

Cases

- Allied Irish Banks: The Currency Derivatives Fiasco
- Sumitomo Corporation of Japan: The Commodity Derivatives Fiasco
- The Fall of Barings Bank
- Daiwa Bank: Lessons in Risk Management

Source: Case Studies in Finance Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Scope and Functions of Treasury Management	3
Financial Systems, Markets and Instruments, Regulation Framework	4
Financial Guarantees	2
Internal Treasury Control	2
Managing Customer & Investor Relationships	2
Fund Management in Banks	2
Investment Portfolio of Banks	3
Asset Liability Management	3
Treasury Operations	2
Forex Market & Products	2
Derivatives & Products	2
Dealing room operations	3
Total	30

International Banking

Course Code : SL BK 603
Credit : 3

Sessions : 30
Semester : III/IV

Objective

The course focuses on the concepts like international theories of trade, international monetary system, balance of payments, international capital flows, and the foreign exchange markets, and risk management where the role of banks in the international context is emphasized. The course also emphasizes on the regulatory aspects governing the banks around the world.

REFERENCE BOOKS	AUTHOR / PUBLICATION
International Banking	ICFAI
Foreign Exchange Management	ACTM
International Finance, 5 th e	Levi, Maurice D. Routledge - 2009
Multinational Financial Management, 9 th e	Shapiro, Alan C. Wiley - 2009
RBI/FEDAI Reports	RBI/FEDAI

Detailed Syllabus

Introduction to International Banking: Brief History of International Banking – Reasons for the Growth of International Banking – Characteristics and Dimensions of International Banking – Recent Trends in International Banking – Organizational Features of International Banking – International Interbank Business – International Private Banking.

International Banking – Regulatory Framework: Regulation of International Banking – Regulation, Deregulation, Re-regulation (International Monetary System) – Regulatory Arbitrage: Birth of Offshore Banking – Basel Concordat – Capital Adequacy Ratios – Loan Loss Provisioning – Assessment of Country/Sovereign Risk – Country Risk Management.

Theories of International Trade: Theory of Absolute Advantage – Theory of Comparative Advantage – Heckscher-Ohlin Model – Imitation-Gap Theory – International Product Life Cycle Theory – Intra-Industry Trade.

International Monetary System: Exchange Rate Systems, Fixed Exchange Rate System, Floating Exchange Rate System, Hybrid Mechanism – History of Monetary Systems, The Gold Standard, The Gold-Exchange Standard, The Bretton Woods System, Post Bretton Woods System, European Monetary System.

Trade Blocks: World Trade Organization – International Cartels – Organization for Petroleum Exporting Countries (OPEC) – Bilateral and Multilateral Treaties – North American Free Trade Agreement (NAFTA) – United Nations Conference on Trade and Development (UNCTAD) – US-Russia Bilateral Investment Treaty – Germany-India Bilateral Treaty – Trade, Aid and Development.

Balance of Payments: Concept of Economic Transactions – Components of the Balance of Payments Account – Balance of Payments Compilation – Balance of Payments Account – The Indian Perspective – Importance of BoP Statistics.

The Foreign Exchange Market: The Structure of the Forex Market – Foreign Exchange – Types of Transactions – Settlement Dates – Quotes for Various Kinds of Merchant Transactions – The Indian Scenario – Convertibility – Exchange Control – The FEDAI Rules Regarding Inter bank Dealings – Forex Dealing Room Operations – Trading Mechanism.

Exchange Rate Determination and Forecasting: Purchasing-Power Parity (PPP) – Interest Rate Parity – Relationship between PPP and Interest Rate Parity.

Risk Management: Meaning of Risk – Measurement of Risk – Management of Risk.

International Capital Flows: Capital Flows – The East-Asian Crisis – Chile and Mexican Crisis – Other Sources of Capital Flows in India – Capital Flight – International Liquidity.

Institutional Finance for Exports and Imports in India: Incentives available to Exporters – Role of Customs and C & F Agents – Forfaiting – Financing Imports – Sources of Forex Flows – Exim Bank – Exchange Control Regulations related to Merchant Transactions – Department of Scientific and Industrial Research – Export Credit Guarantee Corporation of India Limited.

Documentary Credits: The Basics of Letter of Credit – Types of Credit – Documents under a Letter of Credit – Incoterms.

Export Import Policy: Historical Perspective – Importance of Exim Policy – Current Exim Policy (Annexure).

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to International Banking	2
International Banking – Regulatory Framework	2
Theories of International Trade	2
International Monetary System	2
Trade Blocks	3
Balance of Payments	3
The Foreign Exchange Market	3
Exchange Rate Determination and Forecasting	3
Risk Management	2
International Capital Flows	2
Institutional Finance for Exports and Imports in India	2
Documentary Credits	2
Export Import Policy	2
Total	30

Credit Management

Course Code : SL BK 604

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To understand the management of Credit portfolio in banks and provide adequate inputs to develop the insight regarding the different phases of Credit management.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Credit Management	ICFAI
Practical Banking Advances	Bedi, H.L. / Hardikar, V.K. UBS Publishers
The Bank Credit Analysis	Golin, Jonathan. John Wiley & Sons - 2001
Credit and Banking	Nanda, K.C. Response
Credit Appraisal, Risk Analysis & Decision making	Mukherjee. Snow White Publications Pvt Ltd
Industrial Finance,3e	Viswanathan, R. S Chand publishers

Detailed Syllabus

Overview: Lending Activity – Basic Requirements for Lending.

Principles of Credit Management: Principles of Lending – Evaluation of Borrower – The 6 Cs – Fair Practices Code. Need for Credit Policy – Components of Credit Policy

Objectives of Credit Management: Credit Allocation – Credit Evaluation - Credit Discipline – Credit Monitoring, CIBIL.

Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy Pursued by the Government – Credit Culture.

Regulatory Framework: Government Regulation of Banks – Institutional Structure – Need for Statutory Reserves – Cash Reserve Ratio (CRR) – Statutory Liquidity Ratio (SLR).

Credit Deployment: Role of Bank Credit – Types of Credit – Bank Credit for Various

Sectors – Credit Deployment Scenario, Post-Financial Sector Reforms.

Prudential Norms: Capital Adequacy of Banks – Prudential Norms – Capital Tiers.

Types of Borrowers: Various Categories – Features of a Company as a Borrower – Special Types of Customers.

Principles of Lending through State of Process of Credit Sanction methods of Credit appraisal.

Credit Evaluation: Term Loans: Sources of Finance – Term Loans – Project Appraisal.

Credit Evaluation: Working Capital Finance: Concept of Working Capital Fund Base Non Fund Based facilities – Factors Determining Working Capital – Working Capital Cycle (Operating), Financing of Imports & Exports Preshipment, Post Shipment, UCDC600, URR, URC

Documentation: Importance of Documentation, Execution of Documents– Security of

Documentation – Renewal of Documents – Security Offered for Documents. Creation and Registration of charges under Companies Act/ modification/satisfaction. Consequences of non registration.

Mortgages- types of mortgages and safeguards. Creation of mortgage, Legal opinion and Non encumbrance certificate. Important legal provisions of stamping, registration of documents. Letter of guarantee. Rights and obligations of guarantor- right of subrogation.

Credit Monitoring: Physical Supervision – Financial Follow-up –Reports

Follow up and Recovery Management:

Credit Audit – Loan Review Mechanism Credit Migration Analysis, Identifying Problem Loans – Loan Classification – Contingent Risk.

Nursing & Rehabilitation of Sick Unit CDR Mechanism: Legal Frame Work of Recovery – DRT securitizar Act, Lok Adalat, RBI Guideline for OTS.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Overview	2
Principles of Credit Management	2
Objectives of Credit Management	2
Credit Policy in Banks	2
Regulatory Framework	2
Credit Deployment	2
Prudential Norms	2
Types of Borrowers	2
Credit Evaluation: Term Loans	2
Credit Evaluation: Working Capital Finance	3
Documentation	3
Credit Monitoring	2
Follow up and Recovery Management	2
Nursing & Rehabilitation of Sick Unit CDR Mechanism	2
Total	30

Wealth Management

Course Code : SL IV 602
Credit : 3

Sessions : 30
Semester : III/IV

Objective

To equip students with skill sets required for managing wealth of high net worth individuals and mass affluents and to familiarize them with vital aspects of wealth management – wealth accumulation, wealth preservation and wealth transfer.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Personal Financial Planning, 11 th e	Gitman et al. South-Western College Pub - 2007
Personal Finance	Keown, Arthur J. Pearson Education
Personal Financial Planning, 7 th e	Hallman, G. Victor / Rosenbloom, Jerry S. McGraw-Hill - 2003
Practice Management for Financial Advisors, Planners, and Wealth Managers	Katz, Deena. Bloomberg Press
The Citibank Guide to Building Personal Wealth	John Wiley and Sons
World Wealth Report	Cap Gemini and Merrill Lynch
Earnst & Young Personal Financial Planning Guide	Garner, Robert J / Coplan, Robert B - 2002

Detailed Syllabus

Introduction to Wealth Management:

World's Wealth – Statistics and Forecast - World Wealth Report - Key Drivers of Wealth Management - The Players – Global and Indian - Wealth management Scenario - Wealth management – Indian Perspective.

Understanding the Wealth management

Process: Savings Cycle and Wealth Creation Cycle - Client Segmentation, Ultra high net worth individuals, High net worth individuals, Mass Affluent, Client Expectations - Wealth Accumulation, Wealth Preservation, and Wealth Transfer - Private banking, Family office, Offshore, Onshore, International investment, Wealth management tools - Ethical principals relevant to wealth management.

Client Profiling and Lifestyle Guide to

Investing: Asset Allocation Principles - The Life-cycle Investment Guide - Private Banking and Client Characteristics - Identifying Client Needs - Proforma financial statement - NRIs as Clients.

Financial Planning: Need and Steps -

Tax Planning: Fundamentals, Basic income tax saving techniques, Capital gains tax, Charity and tax; Insurance Planning: Human Life Value, Life Insurance, Health Insurance; Retirement Planning: Basics of retirement planning, Economic problems of retirement years, Steps in planning for retirement income, Sources of retirement income, Pension plans, Annuities and annuity schemes; Estate Planning: Need, objectives, methods of property disposition, using wills and trusts, settling the estate.

Investment and Investment Products: Basics of Investing - Investment Objectives - Investment constraints - Investor Categorization- Investment styles and factors determining them - Fixed Income Products: Money Market -Instruments, Bonds, Corporate Securities, Debt Securities - Variable Income Products: Equity and Equity Mutual Funds - Derivatives - Structured products -Credit cards. Risk Analysis of Investment Products.

Mutual Funds: Income funds, Growth funds, Balanced funds, Sector funds, Index funds, Private equity funds, Fund of funds, Thematic funds, Systematic Investment Planning.

Alternate Investment Options – Art, Gold, Antiques, Commodities, Real Estate, REITS, Real Estate Related Mutual Funds, Charity.

Asset Allocation: Definition - Asset Allocation Process - Partitioning Criteria, Asset Classes - Strategic Asset Allocation - Tactical Asset allocation.

Portfolio Management Options and Performance Measurement of Portfolios: Direct Investing, Mutual Funds, Financial Planner’s Advice, Stock brokers Research and Advice, Portfolio Tracking, Private Banking Options of Different Banks, and Discretionary Portfolio Management Services - Sharpe’s ratio, Treynor’s ratio, Jensen’s measure, Information Ratio.

Marketing of Financial Products: Relationship Marketing – Selling in a competitive environment - Steps in the relationship management process – Segment, Profile, Expose, Strategize, Execute, Monitor and review - Personal Selling skills.

Behavioral Skills for Wealth Management – Time Management, Negotiation skills, Convincing skills, Etiquettes and Manners.

Understanding Investor Psychology: Customer hesitancy, Client objection handling, Closing a deal.

Financial Scams and Frauds: Know your customer, Money laundering, Investor Awareness, Regulation, Corporate Responsibility Act (SOX).

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Wealth Management	2
Understanding the Wealth management Process	2
Client Profiling and Lifestyle Guide to Investing	2
Financial Planning	4
Investment	2
Investment Products	2
Mutual Funds	3
Alternate investment options	2
Asset Allocation	2
Portfolio Options and Performance Measurement	2
Marketing of Financial Products	2
Behavioral Skills for Wealth Management	2
Understanding Investor Psychology	1
Financial Scams and Frauds	2
Total	30

Personal Financial Planning

Course Code : SL IV 601
Credit : 3

Sessions : 30
Semester : III/IV

Objective

This course is aimed at enabling the student understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advise on the issues.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Personal Financial Planning	ICFAI
Personal Financial Planning, 11 th e	Gitman, Lawrence J / Joehnk, Michael D. South-Western College Pub - 2007
Personal Financial Planning Guide, 5 th e	Ernst and Young's, Wiley - 2004
Personal Financial Planning, 7 th e	Hallman, G Victor / Rosenbloom, Jerry S. McGraw Hill - 2003
Personal Investment and Tax Planning Yearbook	Yasaswy, N J (assessment Year 2008-09), Vision Publication Edition 2008-09
Income Tax- Law & Practice, 35 th e	Gaur, V.P. / Narang, D.B. Kalyani Publishers - 2007

Detailed Syllabus

Understanding the financial planning process

– the rewards of sound financial planning –
planning for a life time – the planning
environment – determinants of personal income-
Financial statements and plans – mapping the
financial future – time value of money –
preparing personal income statement and
balance sheet – making cash budgets

Managing taxes – principles of income taxes –
Computation of Salary, Rental income &
Capital Gains, Other Income- filing returns –
tax planning – other forms of personal taxes-
Provisions of Wealth Tax Act & Computation
of Net Wealth & Wealth Tax.

Making decisions regarding purchase of automobiles and houses – deciding whether to lease or buy – finding an affordable house – the house-buying process – housing finance.

Managing credit – opening an overdraft account – using credit carefully – consumer loans

Managing insurance needs – basic insurance concepts – deciding on the amount of life insurance required – key features of life insurance policies – buying life insurance – types and sources of health insurance plans – principles of property insurance – automobile insurance – other types of insurance;

Managing investments – investment planning – securities markets – transacting in the securities markets – online investing – mutual funds- Financial Planner’s Advice, Stock brokers Research and Advice, Portfolio Tracking, Private Banking Options of Different Banks, and Discretionary Portfolio Management Services - Sharpe’s ratio, Treynor’s ratio, Jensen’s measure, Information Ratio.

Alternate Investment Options – Art, Gold, Antiques, Commodities, Real Estate, REITS, Real Estate Related Mutual Funds, Charity, Investments outside India.

Retirement planning – estimating needs at retirement – social security – pension plans and retirement plans – annuities, Reverse Mortgage

Estate planning – wills – trusts – gift taxes – estate taxes and tax planning

Marketing of Financial Products: Relationship Marketing – Selling in a competitive environment - Steps in the relationship management process – Segment, Profile, Expose, Strategize, Execute, Monitor and review - Personal Selling skills.

Cases

The US-64 controversy.

Source: Case Studies in Finance Volume III

Faculty will identify relevant cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Understanding the Financial Planning Process	2
Managing Taxes and Tax Planning	7
Decisions Regarding Automobiles and Housing	2
Managing Credit- Consumer Loans & other forms of Financing	2
Health and Property Insurance	2
Life Insurance	2
Planning for Investments	2
Alternate Investment Options	1
Investing in Stocks and Bonds	3
Investing in Mutual Funds	3
Planning for Retirement	1
Estate Planning	1
Marketing of Financial Products	2
Total	30

Marketing of Financial Products

Course Code : SLFI619

Sessions : 30

Semester : III/IV

Semester : III/IV

Objective

Marketing of financial products is a highly dynamic activity. In view of fast-paced changes taking place in the Banking, Insurance and Financial services sectors, players in financial institutions and customers as well need to be aware of issues relating to products and services. Contents of this course facilitate the above objectives.

REFERENCE BOOKS:	PUBLICATION / AUTHOR
Marketing of Financial Products	ICFAI – ICMR Ref. No: MFP – 03 2K7 138
Marketing of Financial Services	Gupta V.K. – Mohit Publications, New Delhi
Marketing of Financial Services	Ennew, Christine, Trevor Watkins and Mike Wright – Butterworth – Heinemann Ltd. 1995
Marketing of Financial Services	Pezzullo, Mary Ann – Macmillan India Ltd.,
Financial Services Marketing	Harrison, Tina – Harlow – Pearson Education Ltd.
Marketing of Financial Services	Avadhani V. K. – Himalaya Publishing House, 2004
Marketing Effectiveness in Banking	Sharma R. D. and Gurjeet Kaur – Anmol Publications, 2003
Marketing of Financial Services	Arora, Sangeeta – Deep and Deep Publications

Detailed Curriculum

Marketing financial products – An introduction - Financial Products in the Services - Spectrum - Characteristics of Financial Products - The Business Environment of the BFSI Sector - Macro Environment - Micro Environment - Internal Environment - Marketing Financial Products - Transformation in Marketing Practices

Customer focus in marketing financial products - Consumer Behavior - Factors Affecting Financial Services Buyer Behavior - Consumer Behavior: A Situational Approach - Marketing and Strategy - Marketing at the Corporate Level - Marketing at Business Unit/ SBU Level - Marketing at Functional/ Operating Level

The Role of Marketing Research - Market Analysis - Information Needs for Decision Making - Market Segmentation - Need for Segmentation - Segmentation Approaches - Segmentation Bases - Target Market Selection - Undifferentiated Marketing - Differentiated Marketing - Concentrated Marketing - Positioning - Organizational Positioning in Financial Markets - The Customer Service Imperative - Need for Customer Service - Ways of Improving Customer Service - Dimensions of Service Quality

Product management and customer relationship management – The Product Concept and Product Management - Levels of a Product - Factors Influencing Product Strategies - Product Mix Strategies - Branding in Financial

Products - Importance of CRM in Marketing
Financial Products - Need for CRM in Marketing
Financial Products - Benefits of CRM - CRM and Relationship Marketing - Two Types of Relationship Marketing - Levels of Relationship Marketing - CRM and One-to-One Marketing

CRM Concepts - Customer Knowledge - Customer Loyalty - Customer Switching - CRM Implementation and Evaluation - Customer Knowledge Management - Role of Technology in CRM Implementation - Performance Evaluation of a CRM Program - Future Outlook for CRM Usage in India

Corporate banking - Customers and Relationships in Corporate Banking - Corporate Customers - The Bank-Corporate Customer Relationship - Factors Influencing the Bank-Corporate Customer Relationship - The Partnership-Relationship Lifecycle - Benefits of Partnership Relationship - The Product Mix - Liability Products - Asset Products - New Product Development & Innovation - New Product Development - Other Innovations in Bank Marketing - Pricing - Pricing Factors - Promotion - Personal Selling - Advertising - Public Relations - Sales Promotion - Distribution - Bank Branches and Direct Sales Force - Internet Banking and Phone Banking - The SME Segment - Factors Influencing Bank Lending to SMEs - The Changing Scenario

Retail banking - Retail Banking in India - The Paradigm Shift - Differences between Retail and Corporate Banking - Factors Contributing to the Growth in Retail Banking - Competition to Retail Banks - Types of Retail Banking Products - Liability Products - Asset Products - Credit/Debit Cards - Investment Products - New Product Development - Generic New Products - Banking to HNIs and NRIs - Pricing - Price Elasticity of Demand - Pricing of Liability Products - Pricing of Asset Products - Covert and Overt Pricing - Promotion - Advertising - Sales Promotion - Branding - Personal Selling - Telemarketing - Direct Mail and Direct-response Advertising - Public Relations

Distribution - Branch Banking - ATM - The Internet - Phone and Mobile Banking -

EFTPOS - Direct Selling Agents (DSA) - Call Centers - Distribution Network of Alliance Partners - Cross-selling - Need for Cross-selling - Issues in Cross-selling -

Credit cards - Branding - Branding Strategies - Co-branding - Brand Measurement - Pricing - Factors Influencing Pricing decisions - Pricing Issues - Guidelines for Pricing Promotional Mix - Credit Card Advertising - Sales Promotion - Personal Selling - Public Relations - RBI Regulations on Credit Card Promotions - Distribution - The Current Scenario - Credit Card Usage - Technology - Credit Cards for Corporate Use - Fraudulent Practices - Privacy Issues and Soft Targeting - CRM in Credit Card Marketing

Non-life insurance - Product Range in Non-life Insurance - Retail Products in Non-life Insurance - Corporate Products in Non-life Insurance - Product Planning and Development - New Product Development - Customization - Pricing of Non-life Insurance Products - Life Insurance vs. Non-life Insurance - Factors Affecting the Pricing of Non-life Products - Pricing Objectives - Promotional Mix - Advertising - Distribution - Designing a Distribution System - Distribution Channels - The Current Scenario - Joint Ventures - Detariffing

Life Insurance - Introduction to Life Insurance - Differences between Life and Non-Life Insurance Products - Types of Life Insurance Products - New Product Development and Branding of Life Insurance Products - New Product Development (NPD) - Idea Screening to Product Launch - Branding of Life Insurance Products -

Pricing of Life Insurance Products - Importance of Pricing - Pricing Approaches - Underwriting - Rating Methods - Promotional Mix in Life Insurance Marketing - Advertising - Sales Promotion - Public Relations (PR) - Personal Selling - Distribution Channels for Life Insurance Products - Direct Sales Force - Network of Agents and Brokers - Branch Network - Cross-selling Life Insurance Products

Small savings and retirement planning - Types of Products - Savings Schemes - Retirement Schemes - Pricing - Small Savings Schemes - Retirement Plans - Advertising, Sales Promotion, and Public Relations - Media Strategy - Advertisement Appeals for Retirement Solutions - Sales Promotion - Public Relations – Distribution - Distribution of Small Savings Schemes - Distribution of Retirement Products - The Changing Scenario

Mutual funds - Evolution of Mutual Funds in India - Organizational Set-up of a Mutual Fund

Types of Mutual Funds - Classification Based on the Structure of the Mutual Fund - Classification Based on the Investment Objectives - Classification Based on Specific Purpose - Innovation and New Fund Launches - Designing a Mutual Fund Product - Systematic Investment Plan (SIP) - Factors Influencing New Fund Launch – Pricing - Terms in Pricing - New Fund Pricing – Distribution - Types of Distribution Channels - Cross-selling through Mutual Banking – Promotion – Advertising - Sales Promotion – Branding - Public Relations (PR).

Fee-based services - Importance of Fee-based Services - Corporate Fee-based Services - Cash Management Services - Letter of Credit and Bank Guarantee -Bill Discounting, Factoring, and Forfaiting - Foreign Exchange Services - Merchant Banking - Registrar, Underwriting, and Custodial Services – Leasing - Credit Rating - Retail Fee-based Services - Money Transfer and Payment Services - Wealth Management and Online Trading - Other Value Added Services

Pricing - Factors Influencing Pricing - Pricing of Different Fee-based Services - Distribution and Promotion - Distribution of Fee-based Services - Promotion of Fee-based Services - People – Process.

Trends in banking and insurance marketing - Technology and Marketing - Kiosks as Marketing Tools - Stored Value Cards - Digital Security - Business Intelligence - Enterprise-wide IT Solutions

Trends in Bank Marketing – Bancassurance - Mutual Banking - Rural Banking and Technology Inclusion - Financial Inclusion – Microfinance - SMEs: The New Focus of Banks - Overseas Banking - Universal Banking - Electronic Fund Transfers & Clearing Services - M-Commerce - Code of Commitment from Banks - Trends in Insurance Marketing - Micro-insurance - Film Insurance - Health Insurance - Insurance for Women

The global scenario - Marketing Financial Products in the United States - Bank Marketing in the US - Insurance Marketing in the US - Marketing of Pension Plans and Mutual Funds in the US

Marketing Financial Products in the United Kingdom - Bank Marketing in the UK - Insurance Marketing in the UK - Marketing of Mutual Funds in the UK Marketing Financial Products in China - The Banking Sector in China - The Insurance Sector in China - Marketing of Mutual Funds in China

Suggested Schedule of Sessions

Topic	No. of Sessions
Marketing financial products – An introduction	2
Customer focus in marketing financial products	2
Product management and customer relationship management	2
Corporate banking	2
Retail banking	3
Credit cards	3
Non-life insurance	2
Life Insurance	2
Small savings and retirement planning	2
Mutual funds	2
Fee-based services	3
Trends in banking and insurance marketing	3
The global scenario	2
Total	30

Commodity Markets & Risk Management

Course Code : SL FI 613

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To impart knowledge on Commodity Market and their uses to Business Management Students. course has been revised taking into consideration the increasing importance of Commodity Market in India as an investment avenue.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Commodities & Commodity Derivatives	Helyette Geman
Commodity Markets: An Emerging Paradigm	Amandio F.C. da Silva & Nirali Parikh
International Commodity Trading	Clark
Precious Metal Trading	Gotthelf
International Sugar Trading	Hannah A
Real Options & Energy Management	Ronn
Hot Commodities	Rogers
Commodity Trading Advisors	Gregorious
Charting Commodity Market Price Behavior	Belveal
How To Make Profits In Commodities	Gann

Detailed Syllabus

Commodity Spot Market: Importance and need – Types of Commodity market – Structure
Categories of Commodity Markets

Agricultural Commodity Market: Overview – Grain Market – Soft Commodities – Livestock and Citrus fruits – Technical Analysis of Agricultural Commodity

Metal Market : Structure of Metal Market (London Metal Exchange) – Industrial Metal – Precious Metal – Characteristics of Metal Prices – Metal Life Cycle and Convenience yield – Technical Analysis of Metal Commodity

Energy Market: World Oil Market – Role of OPEC & Political factors influencing pricing – Price setting of crude oil cargo – Refined

product market – Natural Gas market – Spot, Futures and Options – Electricity Market – Technical Analysis of Energy Commodity

Instruments & Investment Strategies

Commodity Swaps, Swaption, Swing contracts and Real options: Swaps – Swaption – Swing Contracts – Real Options in Energy Commodities

Weather and Commodity market: Weather Derivatives – Weather and Agriculture derivative – Weather and Crude Oil

Ways of investment in Commodities: Commodity, the new asset class – Inflation and commodity prices – Diversification – Commodity Indexes and funds (Exchange Traded Funds, Pension Funds).

Suggested Schedule of Sessions

Topic	No. of Sessions
Commodity Spot Market	3
Commodity Futures & Options Market	3
Global and Indian Exchanges and Instruments	2
Understanding Modeling in Commodities	3
Option pricing and hedging in Commodities	3

Topic	No. of Sessions
Agricultural Commodity Market	3
Metal market	2
Energy market	3
Commodity Swaps, Swaption, Swing Contracts and Real options	3
Weather and Commodity market	2
Commodity as a distinct assets Class	3
Total	30

Life Insurance

Course Code : SL IN 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course is intended to help students understand the concept and administration of Life Insurance and Life Insurance products. Due emphasis has been laid on calculation of premium, underwriting and claims management.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Life Insurance	ICFAI
Economics of Life Insurance	Huebner, S S. Leap Systems, Inc./Appleton, Century, Crofts
Life and Health Insurance	Skipper, Herald Jr / Black, Kenneth Jr. Prentice Hall
Life Insurance	Mc Gill, USA

Detailed Syllabus

Principles of Life Insurance - Modern concepts of Life Insurance - Three basic principles of life insurance - Economic, Legal and Actuarial of life insurance

Economic Basis of Life Insurance - Risks to Economic Stability - The different methods to ensure Economic Stability -Assessment of Economic Risk to an individual - Role Played by the Life Insurance Company - Different Economic uses of Life Insurance - Advantages of Life Insurance.

Personal Financial Planning and Life Insurance - Types of Financial Planning of an individual - Different Components of Life Cycle - Factors Affecting the Financing Planning of an individual -Points to be considered for making Financial Plan.

Life Insurance Products - The Basic Elements of the Life Insurance Products - Features of Term Insurance - Features of Endowment

Assurance - Role of Term Insurance and Endowment Assurance in Product Designing - Different Types of Life Insurance Products in Indian Market - Life Insurance Products available in the Overseas Market - Products of the Several Private Insurers' recent entry in the Indian Insurance Industry.

Annuities and Pensions - Meaning of Annuities and Pensions - Need for an Annuity - Different Types of Annuities - Obligations of the Insurer regarding the Payment of Annuity - Different Types of Schemes available in India - Present Status and Future Prospects of the Pension Funds in India.

Life Insurance Premium Setting - Factors to be considered for Setting the Premiums - Investigations regarding the Mortality - Different Factors in the Assessment of the Premium.

Risk Assessment and Underwriting - Concept of Underwriting - Different Classes of Lives and the Standard for Classification of Risks - Important Factors to Assess the Insurability of

an Individual - Sources of Information for Underwriting - Classification of the Underwriting Process - Measures to be considered for the Sub-Standard Lives.

Legal Framework - Essential of a Valid Contract -Special features of Life Insurance Contract - Essentials of Insurable Interest - IRDA Agency - Agents Regulations - Utmost Good Faith - Representation Warranty Indemnity - Policy Document.

Services Marketing - Importance of Services - Characteristics of a Service Product Quality of Service - Productivity - Marketing Channels - Bancassurance - e-insurance.

Claims Management - Operative Clauses of the Policy - Maturity Claims - Death Claims - Nomination/Assignment - Married Women's Property Act - Accident and Disability Benefit.

Life Insurance Policy Servicing - Maintenance of Records - Premium Payments - Alterations/ Loans - Duplicate Policy - Other Services.

Tax Planning - Income Tax - Wealth Tax - Various Tax Benefits under LIC Policies.

IT Applications - Evolution of Policy Bond - Evolution of Technology - Application of IT.

Product Development - Concept for Product - Origin of a New Product - Market Orientation - New Product Development Process - Life Insurance Products Reinsurance - Evolution of Reinsurance - Need for Reinsurance - Classification of Reinsurance.

Current Developments - Recent Developments - Reasons for Opening Up - Private Life Insurance Companies.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Principles of Life Insurance	2
Economic Basis of Life Insurance	2
Personal Financial Planning and Life Insurance	2
Life Insurance Products	2
Annuities and Pensions	2
Life Insurance Premium Setting	2
Risk Assessment and Underwriting	2
Legal Framework	2
Services Marketing	2
Claims Management	2
Life Insurance Policy Servicing	2
Tax Planning	2
IT Applications	2
Product Development	2
Current Developments	2
Total	30

Human Resource Planning

Course Code : SL HR 601

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To understand the purpose, process and applications of Human Resource Planning in the context of different organizational strategies. To create a critical appreciation and knowledge for understanding the determinants of human resource requirements and the means for meeting those requirements. To create practical awareness about the current trends in human resource planning in global companies and in the Asian markets.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Strategic Human Resource Plannig	Belcourt, Monica / McBey, Kenneth. Thomson-Nelson - 2000
Planning and Managing Human Resources, 2 nd e	Rothwell, William J./ Kazanas, H. C. HRD Press - 2002
Managing Human Resources	Cascio, Wayne F. Irwin/Mc Graw Hill - 1998
Costing Human Resources, 4 th e	Cascio Wayne F. World Executive Digest, October 1985,pp 35-54 South-Western College Pub - 1999
The Handbook of human resource planning	Gordon Mc Beath,. Oxford: Blackwell, 1992

Detailed Syllabus

Introduction: Definition and concept of HRP, benefits of HRP, HRP Process at sub-unit and organizational (Macro and Micro) level, Human resource planning components – short range, mid-range and long range

HR Planning and Corporate Strategies: HR planning as a strategic process—employees as resources—goal attainment, linking HR processes to strategy, involvement in strategic planning process, Strategic HR Planning Model, Staffing system and business strategy fit—Miles and Snow Framework

Job Analysis: Meaning and Definition, Job analysis, Role analysis process, Techniques of job analysis, Methods and Practice of Job analysis, Competency-Based Approach

HR Forecasting: Meaning and Definition, categories, benefits, factors affecting forecasting process, time horizons, determining net HR requirements, Costs of recruitment and replacement, Costing issues of replacement and retention

Forecasting HR Demand: Index analysis—expert forecasts—Delphi technique—Nominal Group Technique—HR Budget and Staffing Table, Scenario forecasting, Regression analysis

Determining HR Supply: Sources of supply—internal Vs external, skill and management inventory, Forecasting techniques-- Markov Models, Linear Programming, Movement analysis, Vacancy Model, HR retention programs

Career Planning and Succession Management: Definitions, concepts, Stages of career development process and organizational HR policies, career Anchors-Stages of growth & career, Career planning process, Women related issues in HR Planning.

Succession management process and Management development programs, Objectives of MDP's, Job Rotation, Auditing MDP's Management Development methods, challenges of succession management, Replacement analysis

HRP in Downsizing and Restructuring: Meaning of downsizing and restructuring, HR Issues in downsizing—Inplacement and outplacement—Dealing Survivors of downsizing, Effective downsizing strategies, Psychological contract, 'High Involvement' HRM in downsizing, Labour relations issues, HRP issues in Mergers and Acquisitions

Staffing in International context: Global managerial selection criteria, elements of cross-cultural training, Importance of Repatriation procedure, repatriation as career development

Outsourcing: Concepts, Lepak and Snell's Model, HR functions outsourced, rationale for outsourcing, impact of outsourcing on manpower needs, management of outsourcing

Technology and HRP: Occupational Transformation – Technology up gradation and employment in Indian industries - Human Resource Management Systems, 3 Stages of development, HRMS content and modules- Managing manpower redundancies - Downsizing – methods - implications – Issues in downsizing - VRS - Educational Training & Retraining & Relocation.

Cases

- Human Resource Management Practices at the National Thermal Power Corporation (NTPC) in India
- Human Resource Management – Best Practices at Marriott International

- Succession Planning at GE
- Disney – Succession Problems in The Magic Kingdom
- Dilemma Promote from Within or Look Elsewhere?
- HR Restructuring at Lucent Technologies
- Human Resource Management System Reforms at Matsushita

Source: Case Studies in Human Resource Management Volume VI

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	2
HR Planning and Corporate Strategies (Including case discussion)	2
Job Analysis	3
HR Forecasting (Including case discussion)	3
Forecasting HR Demand	3
Determining HR Supply	3
Career Planning Succession Management (Including case discussion)	3
HRP in Downsizing and Restructuring (Including case discussion)	3
Staffing in International context (Including case discussion)	2
Outsourcing (Including case discussion)	3
Technology and HRP (Including case discussion)	3
Total	30

Strategic Human Resource Management

Course Code : SL HR 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The course is designed to provide linkages of Business Strategy to HR Strategies-Policies & Systems. It is designed to equip the student with the tools & techniques essential as a strategic contribution of HRM to organizational success. The course is aimed at creating a practical understanding about the interaction of an organizations strategy with human resource management function to create sustained competitive advantage. This course will focus on issues on how HR function can create an alignment with business strategy and contributes to business performance. It will help to appreciate how HRM is critical to the firm's survival and its relative success.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Strategic Human Resource Management: A General Managerial Approach, 2nd e	Greer, Charles R. Pearson Education Asia - 2000
The HR Scorecard, 1 st e	Becker, Brian E. et al. HBS Press - 2001
Aligning Human Resource and Business Strategy, 2 nd e	Holbeche, Linda. Butterworth Heinemann - 2009
Human Resource Strategy	Dreher, George F./ Dougherty, Thomas W. Tata McGraw Hill
Handbook of Strategic HRM- The key to Improved Business Performance	Armstrong, Michael / Baron, Angela. Jaico Publishing House - 2007

Detailed Syllabus

Understanding Strategic HRM: Traditional Vs strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and practices, Investment perspective of human resources.

Aligning HR Systems with business strategy: Sustained competitive advantage – how HR adds value to the firm - HR as scarce resource - inimitable resource - non-substitutable resource, Linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices - Marginal utility models - auditing HR practices and departments, Linking Strategy to HRM practices - corporate HR philosophy and

company wide HR standards - HRM leading strategy formulation, Alternative HR systems - universalistic - contingency - configurational, Congruence and Integrated HR systems, Designing congruent HR systems.

HR Strategy Formulation: Brief overview of strategic planning and planning in SBUs, HR Strategy and HR Planning, HR Strategy in Multinational, Global and Transnational companies, HR contributions to strategy - competitive intelligence - resource reallocation decisions.

HR Strategy in workforce utilization: Efficient utilization of Human resource - cross-training and flexible work assignment - work teams - non-unionization, Strategies for employee shortages, Strategies for employee surpluses.

Strategies for Performance and Development: Strategic dimensions of performance management, balanced scorecard, EVA, etc.

HR strategy for training and development: Benefits, planning and strategizing training, integrated learning with performance management system and compensation.

HR Strategy in Global Economy: Strategy and structure of divisionalized company, HR implications of divisionalization - forms of control - HRM in corporate office, HR implications of mergers and acquisitions - employee expectations - consequences of acquisitions on HR practices

High Performance Work Practices: Individual high performance practices, limitations of individual HPWP, Systems of HPWP - skill system - motivating system, Individual practices Vs systems of practices, Universal practices Vs contingency perspectives

Evaluating HR function: Overview of evaluation - scope - strategic impact - level of analysis - Criteria - Level of Constituents - ethical dimensions, Approaches to evaluation - audit approach - analytical approach - quantitative and qualitative measures - outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM - Purpose of measuring cost and benefits of HRM - approaches to HRM performance - employee wastage and turnover rates - cost of absenteeism - measuring human resource cost.

HR Scorecard: HR as a strategic partner and measurement challenge, 7 step Model for implementing HR's strategic role, Creating an HR Scorecard, Measuring HR alignment - 2 dimensions of alignment - assessing internal and external alignment - Systems alignment Map

Strategic HRM in emerging HR issues: HR Strategy in workforce diversity - virtual teams - flexitime and telecommuting - HR outsourcing - contingent and temporary workers - Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention

Cases

Faculty will be handling eight or more cases

- Jack Welch And Jeffrey Immelt: Continuity and Change in Strategy, Style and Culture at GE
- Human Resource Management Practices at the National Thermal Power Corporation (NTPC) in India
- Valero Energy's HR Practices and Culture
- IKEA's Innovative Human Resource Management Practices and Work Culture
- Innovation at Whirlpool: Creating a New Competency
- Semco - A 'Maverick' Organization
- Google's Organizational Culture
- Pixar's Organizational Culture
- Nucor Corp's Organizational Culture
- Organization Culture at Goldman Sachs
- Real Madrid: The 'Galacticos' Era
- HR Restructuring: The Coca Cola and Dabur Way

(Source: Case Studies in Human Resource Management Volume V)

Suggested Schedule of Sessions

Topic	No. of Sessions
Understanding Strategic HRM	3
Aligning HR Systems with business strategy	3
HR Strategy Formulation	3
HR Strategy in workforce utilization	3
Strategies for Performance and Development	3
HR Strategy in Global Economy	3
High Performance Work Practices	2
Evaluating HR function	3
HR Scorecard	4
Strategic HRM in emerging HR issues	3
Total	30

Managing Knowledge Worker

Course Code : SL HR 603

Sessions : 30

Credit : 3

Semester : III/IV

Objective

Helps the students to enhance the concept of knowledge workers and their relevance with respect to organization in the context of competitive scenario. It gives in-depth knowledge how to develop knowledge workers. It brings good understanding of management functions and to focus on the future of knowledge organizations.

REFERENCE BOOKS	PUBLICATION / AUTHOR
The Essential Guide to Knowledge Management	Tiwana, Amrit. Pearson Education Asia
Managing Knowledge Workers : New Skills and attitudes to unlock the intellectual Capital in your organization	Horibe, Francis. John Wiley & Sons
The Migration of Knowledge Workers Second – Generation effects of India’s Brain Drain	Khadgna, Binod. Sage Publications
Human Resources in 21 st Century	Edited by Marc Effron, Robert Gandossy, Hewitt Associates, and Marshal Goldsmith, published by John Wiley & sons Inc
New Challenges for Managers	Ichijo et al. Published by Oxford University Press - 2006
Knowledge Management	Debowski, S. Wiley Student Edition
Knowledge Management for Competitive Advantage	Chaudhry, H C. Excel Books - 2005

Detailed Syllabus

Introduction: Knowledge Management - Knowledge Work - Concept of Knowledge Worker - Who are Knowledge Workers? - Indian Knowledge Worker - Knowledge Worker Culture - Knowledge Organization and Environment.

Learning Strategies for Knowledge Workers:

Training, Learning and Behavior Modification in Knowledge Management - Making Knowledge Work a Pleasure - Managing towards a Knowledge Worker Culture - Becoming an Effective Knowledge Worker - Professional Development Components: Personal knowledge tree construction, Personal

knowledge tree sharing, Communities of knowledge workers in the making, Community knowledge tree building, Challenge groups, Knowledge finding ‘competitions’, Knowledge orienteering, Experience sharing forums, Problem-based learning, Network identification meetings, Barrier clinics, Knowledge source technical workshops, knowledge accessing technical workshops - Johari Window Concept for Developing Knowledge Organization & Knowledge Workers Skills Development - Professional Development Models: Knowledge mapping, Reducing the knowledge gap, Knowledge management assessment, Knowledge based problem solving.

Knowledge Work & Organization: Teaming & Grouping Strategies - Knowledge Work Organization & Design - Knowledge Corridor - Establishing Knowledge Corridor - Promoting the Knowledge Corridor - Managing Knowledge Cultures - Smart Gap – Return on Intelligence (ROI) - Organizational Intelligence (OI) - The OI Model & Seven Key Dimensions.

The Knowledge Leader: Characteristics and Attributes-Specific Roles-Leading Knowledge Teams-Self Managed and Virtual Teams

Motivating Knowledge Worker: Roles of Knowledge Worker: Value Proposition for Knowledge Management - Enabling Knowledge Management Transition - Managing Knowledge Projects - Intellectual Stimulation Individual Consideration – Inspirational Motivation

Knowledge Worker Productivity and Organizational Knowledge: The Uniqueness of Invisibility of Knowledge Work - Knowledge Work Processes - Interrelatedness of Knowledge Work Processes and Social Context - Email client as a Knowledge Work Tool - Personal Publishing Through Weblogs - Individual Benefits of Personal Publishing - Tacit Knowledge – types of Knowledge Transfer.

Knowledge Work Considerations: Technology and the Knowledge Worker- Uses of Information Technology- Observation on the effect of Information Technology -Knowledge Career-Role of Ergonomics-Role of CKO

Future of Knowledge Organization: Knowledge organization in 21st Century - Future Projections & Concerns

Cases

- Knowledge Management Practices at Toyota Motors
- Knowledge Management @ Xerox Corp.
- Knowledge Sharing Initiatives at the World Bank: Creating a 'Knowledge Bank'
- Knowledge Management: Best Practices at British Petroleum
- 3M's Organizational Culture
- Knowledge Management Initiatives at TCS

- Managing Attrition in the Indian Information Technology Industry

Source: Case Studies in Human Resource Management Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	3
Training, Learning and Behavior Modification in Knowledge Management	3
Making Knowledge Work a Pleasure	
Managing towards a Knowledge Worker Culture (Including case discussion)	
Becoming an Effective Knowledge Worker (Including case discussion)	3
Professional Development Components	
Johari Window Concept for Developing Knowledge Organization & Knowledge Workers Skills Development (including case discussion)	2
Professional Development Models	2
Knowledge Work & Organization (Including case discussion)	3
Knowledge Leader (Including case discussion)	2
Roles of Knowledge Worker (Including case discussion)	4
Value Proposition for Knowledge Management (Including case discussion)	
Enabling Knowledge Management Transition	
Managing Knowledge Projects	3
Knowledge Worker Productivity and Organizational Knowledge (Including case discussion)	
Knowledge Work Considerations	2
Future of Knowledge Organization (Including case discussion)	3
Total	30

Global Human Resource Management

Course Code : SL HR 604

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course is aimed to familiarize the students with the latest global trends and HRM in MNC's with differing cultures, HR Systems & policies. Management across borders requires global managerial staffing & cross cultural decision making. This course initiates the student to HRM practiced on a larger canvas beyond borders.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Human Resources Management-Gaining Competitive Advantage, 5th e	Hollenbeck, Noe / Gerhart, Wright. McGraw-Hill/Irwin – 2005
Global Management –A Global Perspective, 11 th e	Wehrich, Heinz / Koontz, Harold. McGraw-Hill Education (Asia) - 2004
Culture & Organization- Software of Mind, 2 nd e	Hofstede, Geert / Hofstede, Gert Jan. New York McGraw- Hill - 2004
International Human Resource Management, 5 th e	Dowling, Peter. Thomson South-Western College Pub - 2007
Global HRM Concepts and Cases	Kodwani, Amitabh / Kumar, Senthil S. Icfai University Press - 2006
International Human Resource Management- Text and Cases, 1 st e	Aswathappa, K / Dash, Sadhna. Tata McGraw-Hill
The Global HR Manager	Joynt, Pat. Institute of Personnel & Development - 1999

Detailed Syllabus

Global Perspective : Management of the External Environment- GHRM, IHRM, DHRM

Global Business Implications: Changes at home-raising organizations to global level-Investment perspective on Global HRM-Workforce & demographic changes & diversity- International perspective on Geocentric corporate-multinational to Global or transnational corporate

Functions of Global HRM: Recruitment and Selection, Training and Development, Performance Management and Compensation,

Expatriation and Repatriation, Employee Relations and IR, National and International Statutes- International Organizations & Labour Relations-Role of Unions-Collective Bargaining in Other Countries-ILO

Global Management Process: Culture - Moorings - Learning's - Traps-Hofstedes cultural dimensions models-the African thought system (Uberntu)-Japanese culture system-Chinese Cultural System - Indian cultural system.

Characteristics and Competencies of a Global Manager: Adaptability to the global business environment- Tactical planning for

cross cultural negotiation, People Skills for Global Management – Leadership and Decision Making-Cross Cultural Sensitivity

International HRM in select countries: Global management systems-Chinese, Japanese, Korean, US, European, ancient Indian-Coping with different management systems.

Cross Cultural Communications: Cross Cultural ethics-Bribery & Payoffs-Social Responsibility –Towards globalization of business ethics- cross Cultural Leadership-Cross Cultural Motivation.

HRM in Cross Border Strategic Alliances-Mergers and Acquisitions: HQ-Foreign Subsidiary Control Relationships, Global Control- Centralization - decentralization - Governance Mechanism-Board Room Battles - International Team working .

Cases

Faculty will be handling eight or more cases.

- Restructuring Philips
- SABMiller's Human Capital Proposition: Institutionalizing a Performance Culture
- Infosys' Global Delivery Model
- Nokia: Fostering Innovation
- Innovations at Wipro
- The Good and Bad of WAL-Mart's Culture
- Promoting Diversity: The American Express Way

- IR Problems at Toyota Kirloskar Motor Private Limited
- Labor Market Reforms in France and the Job Law 'CPE': A Lost Opportunity?

Source: Case Studies in Human Resource Management Volume V

Suggested Schedule of Sessions

Topic	No. of Sessions
Global Perspective and Managing External Environment (Including case discussion)	3
Global Business implications (Including case discussion)	3
Functions of Global HRM (Including case discussion)	3
Global Management process (Including case discussion)	3
Characteristics of a Global Manager (Including case discussion)	4
International HRM (Including case discussion)	4
Cross Cultural Communications (Including case discussion)	5
HRM in Cross Border Strategic Alliances	5
Total	30

Industrial Relations

Course Code : SL HR 605

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course exposes the students to the issues involved in maintaining good employee relations. The paradigm shift from industrial relations to employee relations & the impact on unionized activity is discussed with its historical perspective. The Statutes will be covered with respect to the aim, its relevance, implications & implementation in the corporate world.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Dynamics of Industrial Relations in India	Mamoria, C B / Mamoria, S. Himalaya Publishing House
Industry & labor	Ramaswamy, E A / Ramaswamy, Uma – Oxford University Press.
Industrial Relations	Arora, Monal. Excel Books - 2002
Industrial Relations Trade Unions & Labour Legis	Sinha, P R N. Dorling Kindersley (India) Pvt Ltd - 2006
Industrial Relations in India & Workers Involvement in Management	Michael, V P. Himalayan publications
Labour Law Digest	Taxman

Detailed Syllabus

Industrial Relations: Concept, Perspective and Organization: Human Resource Development in Perspective – Impact of Industrial Revolution – Industrial Relations: Concept – Importance of Industrial Relations – Scope and Aspects of Industrial Relations – The Management – The Government - Factors Affecting Industrial Relations – Perspectives/Approaches to Industrial Relations - Organization for Industrial Relations – Dimensions of Industrial Relations Work – Pre-requisite Successful Industrial Relations Program

Evolution of Industrial Relations: Evolution of Industrial System – Occupations in Ancient

India – Labor in Medieval India – Guilds and Unions – Industrial Relations – Early British Rule- First World War to Pre Independence Period

Trade Unionism Concept, Functions, Approaches, Structure and Security: Trade Union concept-General Features – Functions – Function of Trade Unions in the USSR, China, USA, UK, and India – Evolution of Trade Unions – Types and Structure of Trade Union – Crafts Versus Industrial Unions – Views of the NCL on Pattern/Structure of Trade Unions – Structure of Trade Unions in India – Union Security – Three Characteristics Needed – Methods of Achieving the Objectives

Trade Union Movement in India: Labor Movement or Trade Union Movement – Why the Trade union Movement? – Growth and Development of the Trade Union Movement – Social Welfare Period – Early Trade union Period – Left-wing Unionism Period – Trade Union’s Unity Period – Second World War Period – The Post-Independence Period - Present Scenario of the Trade Union Movement – The Central Trade Unions – The Indian National Trade Union Congress – All India Trade Union Congress – United Trade Union Congress – Bhartiya Mazdoor Sangh – National Front of Indian Trade Unions – Centre of Indian Trade Union – Comparative Study of Four Original Central Organizations.

Problems of Trade Unions: Introduction- Main problems – Inter Union Rivalry – Recommendations of ILC Standing Committee – Code of Conduct – Recommendations of NCL – Under the Maharashtra Act – National Commission on Labors Views on Rights of Recognized Unions – Trade Unions under the plans – Recommendations of National Commission on Labor for Strengthening Trade Union – Essentials for Success of a Trade Union – Unfair Practice by Recognized Trade Union – General Unfair Labor Practice.

Worker’s Education and Training: Worker’s Education and Concept – Objective of Workers’ Education – Venue and Technique – Worker’s Education in India – The Scheme for Worker’s Education – Three Levels of Worker’s Education – Special Category Programs – Evaluation of the Scheme – Worker’s Training – Training Scheme of DGET

Implementation of Labor Laws- Processes

Discipline: Code of Discipline in industry- Criteria for recognition of TU-Rights of recognized unions under the Code of Discipline- Fostering discipline in industry-Employee Discipline-Positive discipline-Disciplinary action process-Standing orders-Judicial Intervention-Domestic Enquiry- Framing the

charge sheet-Suspension of pending enquiry-notice of enquiry-Enquiry Officer-Domestic Enquiry Proceedings-Representations of a legal practitioner-Principles of Natural justice-Criminal proceedings on domestic enquiry-findings and conclusions of Enquiry Officer-Award of Punishment.

Collective Bargaining: Concept – Main Features of Collective Bargaining – Importance of Collective Bargaining – Principles of Collective Bargaining – Contents and Coverage of a Collective Bargaining Agreement – Forms of Collective Bargaining – Developing a Bargaining Relationship – Process of Negotiation during Bargaining – For union and Management for Trade Union – The Attitude of the parties – Collective Bargaining in India – Recent Trends in Collective Bargaining the Issue Side – Collective Bargaining Agreements at Different Levels – Plant, Industry and National Level – Prerequisites of Collective Bargaining Agreements at Different Levels – The National Commission on Labor or Collective Bargaining.

Settlement Machinery: Conciliation – Arbitration – Adjudication.

Industrial Relations and Related Legislation: The Trade Union Act, 1926 – The Industrial Employment (standing Orders) Act 1946 – The Industrial Disputes Act, 1947 – Legislation Relating of Factories.

Industrial Relations Systems in UK USA: United Kingdom – Trade Union – Membership – Compulsory Arbitration – Joint Consultation and workers Participation in Management – Joint Consultation – Workers Participation.

Unionization of IT-ITES Sector Employees - Issues

Cases

- HR Problems at Jet Airways: Coping with Turbulent Times in the Indian Aviation Industry

- Eli Lilly: Managing Workplace Diversity and Coping with the Accusations of Racial Discrimination
- Trying Times for the Indian IT and BPO Industries
- IG Metall - A Trade Union in Crisis?
- Collective Bargaining: The General Motors-United Auto Workers Deal
- Labor Unrest at Honda Motorcycle & Scooter India (Private) Limited

Source: Case Studies in Human Resource Management Volume VI

Suggested Schedule of Sessions

Topic	No. of Sessions
Industrial Relations: Concept, Perspective and Organization (Including case discussion)	2
Evolution of Industrial Relations	2

Topic	No. of Sessions
Trade Unionism Concept, Functions, Approaches, Structure and Security (Including case discussion)	3
Trade Union Movement in India	2
Problems of Trade Unions (Including case discussion)	3
Worker's Education and Training	3
Discipline (Including case discussion)	3
Collective Bargaining (Including case discussion)	3
Settlement Machinery	3
Industrial Relations and Related Legislation	4
Industrial Relations Systems in UK USA	2
Total	30

Organizational Development: Diagnosis & Interventions

Course Code : SL HR 606

Credit : 3

Sessions : 30

Semester : III/IV

Objective

The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization's capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) evaluate the range of OD Interventions.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Organization Development: Behavioral Science Interventions for Organization Improvement, 6th e	French, Wendell L / Bell, Cecil H Jr. Pearson Education. Prentice Hall - 1998
Organizational Development & Change 7th e	Cummins, Thomas G / Worley, Christopher G. Southwestern College Publishing
An Experiential Approach to Organizational Development, 7 th e	Harvey, Don / Brown, Donald R . Pearson Prentice Hall - 2005
Organizational Development: A process of Learning and Change	Burke, W. Warner. Prentice Hall
Organization Development- Interventions and Strategies	Ramnarayan, S. et al. Sage Publications Pvt. Ltd - 1998
Diagnosing Organizations-Methods, Models and Process, 3 rd e	Michael / Harrison. Sage Publications - 2004

Detailed Syllabus

Introduction to OD: Definitions of Organizational Development (OD) - Growth and Relevance of OD

History of OD: The Laboratory Training; Survey Research and Feedback; Action Research; Socio technical and Socio clinical Parallels - Second Generation OD

Underlying Assumptions and Values: Assumptions about people as individuals -

Assumptions about people in groups and about leadership - Assumptions about people in organizational systems - Assumptions that relate to values in the client organization - Values and belief system of behavioral scientist change agents.

Foundations of OD: Models and Theories of Planned Change - Systems Theory - Participation and Empowerment - Teams and Teamwork - Parallel Learning Structures - Normative Re-educative Strategy of changing -

Applied Behavioural Science - Action Research and Varieties of Action Research

The Process of OD: Entering and Contracting - Diagnosing the system and its processes, organizational, group and individual level diagnosis - Collecting and Analyzing Diagnostic information - Feeding back diagnostic information - Designing Interventions - Leading and Managing Change - Evaluating and Institutionalizing OD Interventions

OD Interventions - An Overview: A definition of OD interventions - A brief word about the nature of OD interventions - The major families of OD interventions - Some classification schemata for OD interventions

Team Interventions: Teams and Work Groups: Strategic Units of Organizations - Team Building Interventions - The Family Group Diagnostic Meeting - The Family Group Team-Building Meeting - Role Analysis Technique Intervention - A Role Negotiation Technique - Responsibility Charting - The Force Field Analysis Technique - A Gestalt Orientation to Team Building

Intergroup Interventions and Third-Party Peacemaking Interventions: Intergroup Team-Building Interventions - Third-Party Peacemaking Interventions - Organization Mirror Interventions – Partnering

Personal, Interpersonal and Group Process Interventions: Employee Empowerment - Sensitivity Training Laboratories - The Johari Window Model – Transactional Analysis – Behavior Modeling – Life and Career Planning Interventions – Stress Management Interventions

Comprehensive Interventions: The Confrontation Meeting - Strategic Management Activities - Survey Feedback - Rensis Likert's System & Management - Grid Organization Development - The Contingency Theory of Lawrence and Lorsch

Structural Interventions and OD: Suggested Criteria for Congruency- In congruency with OD - Job Design - Quality Circles - MBO and Appraisal – Socio technical Systems and Work Restructuring - Quality of Work Life Projects - The Collateral Organization: A Task Force with a Difference - Physical Settings and OD - Similarities and Differences between OD and selected structural interventions.

The Role and Style of the OD Practitioner: External and Internal Practitioner - Competencies of an OD Practitioner - OD Practitioner Styles - The OD Practitioner and his role in Intervention Process - Forming the practitioner-client relationship - Professional Values and Ethics for OD professionals, Ethical Guidelines and Dilemmas

System Ramifications: Human resources leadership and involvement - Resistance to change and Leadership style - Training and Development of consultation skills – Rewards - Constructive Feedback - Staffing and Career Development - Organizational justice - The role of power and politics in the practice of OD - Issues and problems pertaining to OD

The Future and OD: Emerging Issues and Values - Future Trends in OD; macro system trends, interpersonal trends, individual trends - Future of OD

Cases

- Cisco's Organizational Culture
- Flexible Work Options
- Johnson and Johnson's Health and Wellness Program
- Managing Cultural Change at P & G
- Louis V. Gerstner Jr.: The Man who Turned IBM Around

Source: Case Studies in Human Resource Management Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to OD	1
History of OD	2
Underlying Assumptions and Values	1
Foundations of OD	2
The Process of OD	4
OD Interventions - An Overview	2
Team Interventions: A Descriptive Inventory of OD Interventions	2
Intergroup Interventions: A descriptive inventory of OD interventions	2

Topic	No. of Sessions
Personal, Interpersonal and Group Process Interventions: A Descriptive Inventory of OD Interventions	3
Comprehensive Interventions: A Descriptive Inventory of OD Interventions	3
Structural Interventions and OD: A descriptive Inventory of OD Interventions	3
The Role and Style of OD Practitioner	2
System Ramifications	2
The Future and OD	1
Total	30

Performance Management & Reward Systems

Course Code : SL HR 607

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course integrates concepts and current day practices to –

- Provide insight into Performance Management systems and models.
- Understand and appreciate the intricacies of Reward Management in organizations.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Performance Management	Michael Armstrong & Angela Baron
Performance Management :It's about performing – Not just appraising	Chadha, Prem. Macmillan Publishers India - 2003.
Performance Management and Appraisal Systems	Rao, TV. Sage Publication - 2004
The practice of management	Drucker, Peter F. Allied Publshiers
Handbook of Reward Management	Armstrong, Michael / Murlis, Helen. Crest Publishing House - 2007

Detailed Syllabus

Introduction: Traditional Approaches - What is performance - What is new in performance Management - Process of Performance Management

Performance Objectives and Plans: Setting objectives - Organizational and individual performance plans – Job and Role Role description - Performance Standards - Setting mutual expectations and performance criteria - Criteria for a good plan Monitoring performance planning analysis and development.

Shaping Performance: Monitoring Performance – Manager as a mentor – Role of feedback – Performance appraisal - Self

Appraisal – Performance Review Discussion, 360 degree feedback, potential appraisal, moving average performing managers to superior performing managers.

Team Performance: Focusing on team Performance for better results, team development.

Appraising for Recognition and Reward: Purposes of appraising - Methods of appraising - Who can appraise – Pros and Cons of appraising – Fear and concerns – rating errors and concerns - Appraisal system design.

Performance Management Systems: Performance versus competences – Competency Mapping – development and assessment centers

Reward Management : The Foundations of Reward Management - The Psychological Contract - Motivation and Financial and Non-financial Rewards - Factors Affecting Levels of Pay - Developing Reward Processes - Equal Pay for work of equal value - Market Rate surveys.

Pay Structures: fixed vs variable pay – Graded Pay Structures – Broad banding – Job family Modeling – Developing Pay Structures.

Pay systems currently in vogue: Contingent Pay – Performance related Pay – Competence related Pay – Skill based Pay – Shop floor Incentive and Bonus Schemes – Sales force Incentive Schemes – Gain sharing – Profit sharing – benefits, incentives and bonus schemes – Employee and Executive Share Schemes – Team Rewards – Mergers and Acquisitions – Reward Policies for New and ‘Start-up’ Organizations

Other aspects related to rewards: Pensions – Tax Considerations – Boardroom Pay – International Remuneration – innovations in reward management.

Cases

- Best Buy’s ‘Results Only Work Environment’: Changing the Productivity Paradigm?
- Performance Appraisal Management
- Compensation Management at Tata Consultancy Services Ltd.: Coping with Turbulent Times in the Indian IT Industry

- The CEO Compensation Controversy
- Pentagon’s New Personnel System: Coping with the Challenges of Human Capital

Source: Case Studies in Human Resource Management Volume VI

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction (Including case discussion)	1
Performance Objectives and Plans	2
Shaping Performance	1
Team Performance	1
Appraising for Recognition and Reward (Including case discussion)	3
Performance Management Systems (Including case discussion)	3
Reward Management (Including case discussion)	3
Pay Structures (Including case discussion)	3
Pay systems currently in vogue (Including case discussion)	9
Other aspects related to rewards	4
Total	30

Training & Development

Course Code : SL HR 608

Sessions : 30

Credit : 3

Semester : III/IV

Objectives

It enables students to develop know how to design, organize, implement and evaluate Training & Development in Organizations. And to familiarize students about various tools and techniques available for making Training & Development more effective.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Training In Organizations – Needs Assessment, Development & Evaluation, 4 th e	Goldstein, Irwin L. Wadsworth Publishing - 2001
Training For Organizational Transformation	Lyton / Pareek. Sage Publication
Training for Development	Lynton / Pareek . Sage Publication
ASTD Training and Development, 4 th e	Craig, Robert L. Mc Graw Hill Publication - 1996
Approaches to Training and Development, 3 rd e	Laird, Dugan. Perseus Publishing 2003
Readings in HRD	Rao, TV. Oxford & IBH Publishing Co. Pvt. Ltd. - 2006
Management & Development - An Evaluation Approach	Virmani, B R. An ISTD Publication
Employee Training and Development, 4 th e	Noe, Raymond. McGraw-Hill/Irwin - 2006
Training and Development Strategy	Rathan Reddy, B. Himalaya Publication
Training and Development Perspectives from the Service Sector	Reddy, Sumati. The Icfai University Press

Detailed Syllabus

Introduction: Introduction to training, need for Training and Development, differences of Training and Development, importance of Training and Development in organization.

A Systematic Approach to Training: Assessment phase, Training and Development phase, Evaluation Phase, Training administrations, effective usage of instructions in training.

Needs Assessment and Analysis: Organizational Support for need assessment, Organizational analysis, operational analysis / requirement analysis, individual analysis. Diagnostic meetings, Training Action plan

The Learning Environment: Learning theories- Gagne's, Blooms Taxonomy, learning styles, stages of learning, learning principles, models for becoming learning organization, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories.

Instructional Approaches: An Overview, Traditional Instructional Approaches, modern Instructional Approaches, Internal Training Vs External Training.

Designing and Conducting Training Program

Trainer’s Role: Role of Trainers, Qualities of a good Trainers, Internal Trainer Vs External Training, Training of Trainees

Training Evaluation and Measurement: Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Phases of Evaluation, Experimental Designs, Internal & External Training Validity, Models of Evaluation., ROI on Training.

Special Training Issues: Training in various sectors including Marketing, Banking, BPO, IT, models for becoming learning organization, challenges to become learning organization, etc.

Cases

- Employee Training and Development at Motorola
- Training and Development at Godrej
- Ritz-Carlton’s Human Resource Management Practices and Work Culture: The Foundation of an Exceptional Service Organization
- Designing a Training Program: A Training Manager’s Dilemma
- Toyota Motor Company’s Toyota Technical Training Institute in India
- Enhancing the Credibility of the Training Function: Involving Line Managers in Sales Training
- Leadership Training and Development at the BBC
- Diversity Training at Toys “R” Us, Inc.

Source: Case Studies in Human Resource Management Volume VI

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	1
Need & Importance Of Training & Development (Including case discussion)	2
A Systematic Approach to Training (Including case discussion)	3
Needs Assessment and Analysis (Including case discussion)	3
Individual Analysis	3
The Learning Environment (Including case discussion)	3
Motivational Theories Individual Learning styles & Trainees Motivation To Learn	2
Instructional Approaches (Including case discussion)	3
Designing and Conducting Training Program (Including case discussion)	2
Trainer’s Role, Developing Trainers, Training of Trainees	2
Training Evaluation and Measurement (Including case discussion)	2
Experimental Designs, Internal & External Training Validity, Models of Evaluation.	2
Training in various sectors, becoming a learning Organization (Including case discussion)	2
Total	30

Leadership Skills & Change Management

Course Code : SL HR 609

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The course is designed to provide an in-depth understanding of Leadership, styles, skills required. It is aimed to develop leadership skills and provide a framework for Leaders as Coaches, Mentors and Counselors

REFERENCE BOOKS	AUTHOR / PUBLICATION
Leadership: Research Findings, Practice, and Skills, 5th e	DuBrin, Andrew J. All India Publishers & Distributors; Houghton Mifflin - 2006
Managing Organizational Change	Nilkanth / Ramnarayan. Response Books
Emotional Intelligence, 10 Anv edition	Goleman, Daniel / Singh, Dalip. Bantam - 2006
Leadership in organizations, 5 th e	Yulk, Gary. Pearson Education
Leadership Myths and Realities	Allio, Robert J. Tata Mcgraw Hill
Human Capital Management	Kandola, Shriniwas.

Detailed Syllabus

The Nature and Importance of Leadership:

The meaning of Leadership – Leadership as a Partnership – Leadership Versus Management – The impact of Leadership on Organizational Performance – Leadership Roles- The Satisfactions and Frustrations of Being a Leader

Traits, Motives, and Characteristics of Leaders:

Personality Traits of Effective Leaders
Leadership Motives – Cognitive Factors and Leadership

Leadership and Stress Management Effective Leadership Behaviors and

Attitudes: Task-Related Attitudes and Behaviors – Relationship-Oriented Attitudes and Behaviors – Super Leadership: Leading Others to Lead Themselves – 360-Degree Feedback for Fine-Tuning Leadership Approach

Developing Leadership Competencies

Leadership Styles: The Leadership Continuum: Classical Leadership Styles - The Boss-Centered Versus Employee-Centered Leadership Continuum- The Autocratic-Participative-Free-Rein Continuum – The Leadership Grid Styles – The Entrepreneurial Leadership Style – Gender Differences in Leadership Style – Selecting the Best Leadership Style

e-Leadership

Contingency and Situational Leadership: Situational Influences on effective Leadership Behavior – Fiedler’s Contingency theory of Leadership Effectiveness – The Path-Goal Theory of Leadership Effectiveness – The Hersey-Blanchard Situational Leadership Model – The Normative Decision Model of Vroom, Yetton, and Jago – Contingency Leadership in the Effective Suite

Level 5 Leadership

Power, Politics and Leadership: Sources and Types of Power – Tactics for Becoming an Empowering Leader – Factors that Contribute to Political Behavior – Political Tactics and Strategies

Developing Teamwork: Team Leadership Versus Solo Leadership - The Leader's Role in the Team-Based Organization – Leader Behavior and Attitudes that Foster Teamwork.

Leadership Development, Succession, and the Future: Development through Self-Awareness and Self-Discipline - Leadership Development Programs

Emotional Intelligence

Change management

Understanding change: Nature of change - Forces of change - Perspectives on change: Contingency perspective - Population ecology perspective - Institutional perspective - Resource – Dependence perspective.

Types of change: continuous change - discontinuous change - participative change - directive change.

Implementing change: Assemble a change management team - Establish a new direction for change - Prepare the organization for change - Set up change teams to implement change - Align structure, systems and resources to support change - Identify and remove road blocks to change - Absorb change into the culture of the organization.

Overcoming Resistance to change: Managing change through people – dealing with individuals – dealing with groups – overcoming organizational resistance to change.

Role of Leader: as Coach, Mentor and Counselor - Concepts, processes, barriers and elements of its effectiveness

Ethical Issues in Leadership

Corporate Social Responsibility

Cases

- Narayana Murthy and Infosys
- Leadership: The Bill Gates Way
- Dhirubhai Ambani and Reliance
- Dr V of Aravind Eye Hospital: A 'Level 5' Leader
- Women and Entrepreneurship

Source: Case Studies in Human Resource Management Volume IV

Suggested Schedule of Sessions

Topic	No. of Sessions
The Nature and Importance of Leadership	2
Traits, Motives, and Characteristics of Leaders, Leadership & Stress Management	3
Effective Leadership Behaviors and Attitudes:	2
Leadership Competencies, Leadership Styles, e-Leadership	3
Contingency and Situational Leadership, Level 5 leadership	3
Power, Politics and Leadership	1
Developing Teamwork	2
Leadership Development, Succession, and the Future, Emotional intelligence	2
Understanding change	2
Types of change	2
Implementing change	2
Overcoming resistance to change	2
Leader as a Coach, Mentor and Counselor	2
Ethical Issues in Leadership	1
Corporate Social Responsibility	1
Total	30

Employment Laws

Course Code : SL HR 610
Credit : 3

Sessions : 30
Semester : III/IV

Objectives

The objective of the course is to impart knowledge to the students about various labor laws existing in India, to enable the students to understand and apply these laws, Impart knowledge of the detailed contents of the laws, Stimulate thinking on rationale behind the laws and their enforcement problems

REFERENCE BOOKS	AUTHOR/ PUBLICATION
Labor Laws	Taxman
Dynamics of Industrial Relations	Mamoria et al. Himalaya Publishing house-2000
Industrial Relations & Labor Laws	Srivastava, SC. Vikas Publishing House. 1994
Industrial Law	Mallick, P.L.. Eastern Book Company - 2006
Shops & Establishments Act (for respective states)	Published by the Government of the State

Detailed Syllabus

Trade Unions Act, 1926: Objectives of the act, definitions, Coverage, registration & recognition of Trade Unions, rights and liabilities of registered trade unions.

Industrial Employment (Standing Orders) Act, 1946: Extent and application, submission of draft standing orders, certification of standing orders, payment of subsistence allowance, Various issues pertaining to employment standing orders, schedule.

Industrial Disputes Act, 1947: Extent, Definitions, Authorities under the act, Notice of Change, Reference of disputes to boards, courts, tribunals, Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc. First, second, third, fourth and fifth schedules.

The Payment Of Bonus Act, 1965: Extent, application and definition, Computation of gross

profit and available surplus, eligibility for bonus, disqualification for bonus, calculation of bonus with respect to certain employees, computation of number of working days, Set on and set off of allocable surplus, special provisions with respect to certain establishments, time limit for payment of bonus, recovery of bonus due from an employer, special provision with respect to payment of bonus linked with production or productivity, reference of disputes under the act, penalty special provision with respect to payment of bonus linked with production or productivity.

Employees Provident Funds (and Misc. Provisions) Act. 1952. : Extent and application, Exempted Establishments, Employees' Provident Fund schemes, Employee Family Pension Scheme, Employees' Deposit Linked Insurance Scheme, Determination of moneys due from employers, Mode of Recovery of Money due from Employers and contractors, Recovery Officer, Other modes of recovery,

Protection against Attachment, Priority of Payment of Contribution over Other Debts, Employer not to Reduce Wages etc., Liability in Case of Transfer of Establishment

Workmen's Compensation Act, 1923:

Objective of the Act, Definitions, Dependant, Employer, Wages, Workmen, Workmen's compensation (Employer's liability for compensation, Amount of compensation, compensation to be paid when due, method of calculating wages, distribution of compensation, contracting, commissioners, Procedure for compensation), schedules I, II, III and IV.

Employees' State Insurance Act, 1948: Extent and application, Definitions, Contributions, Administrative arrangements, Issue of certificates to the Recovery Officer, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, Medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, General, Second Schedule, Third Schedule,

Payment of Gratuity Act, 1972 : Extent and application and Objective of the Act, continuous service, Payment of Gratuity- Compulsory Insurance of Employer's Liability for Gratuity & Recovery of Gratuity, power to exempt, nomination, determination of the amount of gratuity, recovery of gratuity, Cognizance of Offence, Protection of Gratuity against Attachment .

Minimum Wages Act 1948

Definition, fixing of minimum rates of wages, minimum rate of wages, procedure for fixing and revising minimum wages, wages in kind, payment of minimum rates of wages, fixing hours for a normal working day, Inspectors, claims, all provisions of the act

Payment Of wages Act 1936

Extent and application, Definition, scope and provision of the act- fixation of wage-periods, time of payment of wages, deductions which may be made from wages, fines, deductions for

absence from duty, deductions for damage or loss, deductions for services rendered, maintenance of registers and records, claims arising out of deductions from wages or delay in payment of wages, conditional attachment of property of employer or other person responsible for payment of wages, procedure in trial of offences,

The Contract Labor Regulation and Abolition Act.

Definition, scope, application, and provision of the act such as registration of establishment, licensing of contractors, welfare and health of contract labour.

Factories Act 1948

Definition, scope and provision of the act- Inspectors, Health, Safety, Hazardous processes, Welfare, Working hours of adults, Employment of young persons, Annual Leave with wages, Special provisions,

Shops & Establishment Act (of the respective state)

Ethical Issues at Work Place

Cases

Faculty will be handling eight or more cases

- Shadhol Pipe Works and Another vs. Zila Laghu Udyog Kamgar Sangh and Others
- Rajasthan State Road Transport Corporation vs. Shyam Bihari Lal Gupta
- U.P. State Brassware Corporation Ltd. and Another vs. Udai Narain Pandey
- Indian Rare Earths Ltd. and Another vs. Pramod Chandra Panigrahi and Others
- Municipal Corporation, Ludhiana vs. Ram Pal
- Chairman, Oil and Natural Gas Corporation Ltd. and Another vs. Shyamal Chandra Bhowmik
- S.L. Srinivasa Jute Twine Mills (Pvt.) Ltd. vs. Union of India and Another

- Regional Provident Fund Commissioner, Mangalore vs. Central Aerconut and Coca Marketing and Processing Co-operative Ltd. Mangalore
- Dockendale Shipping, Bombay & Another v. Jevanbhai Ramji Tande
- Dock Labour Board rep. by its Chairman vs. K. Geetha and Others
- Trehan vs. M/s Electrical Associated Agencies
- Indian Airlines, Hyderabad vs. E.S.I Corporation, Hyderabad
- M/s Vijaya Diagnostic Centre and etc. vs. Employees State Insurance Corporation, Hyderabad
- State of Haryana and Others vs. Charanjit Singh and Others
- State of Rajasthan and Others vs. Bhawani Shanker and Another
- Haldia Refinery Canteen Employees Union and Another vs. Indian Oil Corporation Ltd. and Others
- Verma L.K. vs. H.M.T. Ltd. and Another
- Airfreight Ltd. vs. State of Karnataka and Others
- Punjab and Sind Bank and Others vs. Mohinder Pal Singh and Others

Source: Case Studies in Human Resource Management Volume V

Suggested Schedule of Sessions

Topic	No. of Sessions
Trade Unions Act, 1926	2
Industrial Employment (Standing Orders) Act, 1946	2
Industrial Disputes Act, 1947	3
The payment Of Bonus Act, 1965	2
Employees Provident Funds (and Misc. Provisions) Act. 1952	2
Workmen's Compensation Act, 1923	2
Employees' State Insurance Act, 1948	2
Payment of Gratuity Act, 1972	2
Minimum Wages Act 1948	2
Payment Of wages Act 1936	2
The Contract Labor Regulation and Abolition Act 1970	2
Factories Act 1948.	3
Shops & Establishment Act	2
Ethical Issues & Laws at work place	2
Total	30

Competency Mapping and Assessment

Course Code : SL HR 612
Credit : 3

Sessions : 30
Semester : III/IV

Objectives

- Understand the fundamentals of competency management
- Experience the process of competency mapping and profiling
- Learn the art of customization and institutionalization
- Aware of the implementation pre-requisites and strategies
- Understand integration of competency profiling to other HR applications

REFERENCE BOOKS	AUTHOR/PUBLICATION
The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e	Sanghi, Seema. Sage Publications Pvt. Ltd - 2007
Competency based HRM	Shermon, Ganesh. Tata Mc Graw Hill - 2004
360 degree feedback, competency mapping & assessment centers	Sharma, Radha R. Tata Mc Graw Hill - 2003

Detailed Syllabus

Introduction: Concept and definition of Role and competency, Characteristics of competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, History of competency, Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human; Why to promote a competency culture, Context and Relevance of competencies in modern organizations. Competencies Applications – Competency Frameworks (*competency management framework or competency model*), Competency Maps, and Competency Profiles.

Competency management framework/ competency model: Macro View of Competency management framework: strategic framework – linking HR processes to organizational strategy, competency framework

– development of personal competency framework, Lancaster Model of managerial competencies, competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development, competency mapping, integration of HR function.

Design and Implementation of competency model: Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise); Competency identification - Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment – 360 degrees and psychometric

tools; competency development – maturity framework and matrix, areas of improvement, and action plan; Competency Mapping - Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages, Positioning to bring in competitive advantage.

Competency assessment: Identification of Role competencies, elemental competencies, assessment center, what do the assessment centers assess? Design of assessment center, Use of psychometric testing in assessment center, 360 degree feedback, potential appraisal through assessment center, other methods of competency assessment - Role plays, Case study, Structured Experiences, Simulations, Business Games, Repertory grid, BEI, MBTI, FIRO-B; Difference between development center and assessment center.

Competency mapping: Definition and difference between competency map, competency mapping, and top competencies. Studying job, processes, and environment, studying attributes of good performer; Strategy structure congruence, Structure Role congruence - Each role to be unique, Non-Repetitive, and Value adding; Vertical and horizontal role congruence, Ensure non repetitive tasks in two different roles, Ensure core competencies for each task, Link all the above and position to bring in competitive

advantage. Competency profiling - **Job competency profiling**, Role competency, profiling - Functional competency profiling, Core competency profiling.

Integration of Competency Based HR systems: Competency based selection, competency based interviews, competency based performance management, competency driven careers, and competency linked remuneration, competency driven culture.

Cases

Faculty will identify appropriate cases

Suggested Schedule of sessions

Topic	No. of Sessions
Introduction	5
Competency management framework	5
Design and implementation	6
Competency Mapping	7
Integration of Competency Based HR systems	7
Total	30

Quantitative Human Resource Management

Course Code : SL HR 611

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course focuses on the statistical techniques and data analysis methods appropriate for quantitative human resource management research projects. Students learn the importance of reliability, validity, and accurate measurement, and how to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes

REFERENCE BOOKS	AUTHOR/PUBLICATION
HR Research Methods	Bhattacharyya, Dipak Kumar. Oxford University Press - 2007
HR metrics	Sullivan, John. Kennedy Information - 2003

Detailed Syllabus

Principles of HR research and quantitative HRM – Defining HR research and Quantitative HRM – significance and relevance. Types of HR research. Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics, Using statistical tests in HR Research, Sampling.

Tools, Techniques and Non-parametric tests in HR Research – types of quantitative research, data types and preparation for analysis hypotheses formulation, common and uncommon data collection methods, non parametric tests for related and independent samples. Multivariate data analysis and meta analysis.

Staffing metrics – Why managers need to pay attention to recruitment? What are the expectations from recruitment from organizational/managerial perspective? Recruiting tools and practices – a quick audit, How and when to measure the quality of hire,

measuring the quality of applicants. Measuring the costs of hiring. Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

Development metrics – Training ROI, , measuring employee satisfaction, attitude measurement and survey, Training evaluation models, tracking the value of career management, measurement, performance metrics, performance matrix – Shingo prize model, EFQM, and Baldrige criteria calculating 6-sigma, assessing the training organization, customer focused metrics, BSC, HR Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR’s role in value chain, HR Accounting.

Compensation metrics – connecting it to revenues and expenses, calculating various wage/salary related measures. Variable pay

systems, types of executive compensation, quantitative application in compensation – percentiles, cost-benefit analysis, and comparisons. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives.

Trends in quantitative HRM - Development of HR dashboard, HR index, internal improvement monitors and smoke detectors, using factor analysis in HR research – problems, HR Audit research, Organization Health survey.

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Principles of HR research and quantitative HRM	3
Tools, Techniques and Non-parametric tests in HR Research	4
Staffing metrics	6
Development Metrics	6
Compensation Metrics	6
Trends	5
Total	30

Service Operations Management

Course Code : SL OM 601

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of this course is to provide students with tools and techniques to manage operations of service organizations.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Service Management, 6 th e	Fitzsimmons, James A / Fitzsimmons, Mona J. McGraw Hill – 2007
Service Management and Operations, 2 nd e	Haksever, Cengiz et al. Pearson Education – 1999
Service Operations Management, 1 st e	Metters, Richard et al. Thompson-South Western College – 2002

Detailed Syllabus

Role of services in an economy: economic evolution, stages of economic development-pre-industrial society, industrial society, post industrial society; nature of service sector, role of service manager

The nature of services: service classification, The Service Package, distinctive characteristics of service operations, an open view of services

Service strategy: the strategic service concept, classifying services for strategic insights, understanding the competitive environment of services, competitive service strategies, winning customers in the marketplace

Services and information technology: technological innovations in services, the competitive role of information in services, the virtual value chain limits in the use of information.

The service delivery system: service blueprinting, strategic positioning through process structure, taxonomy or service process design, generic approaches to service system design. Vehicle routing- CW algorithm

unconstrained and constrained.

The supporting facility: Design, Layout, process flowcharting, environment psychology and orientation; Walk Through-Audit, The Walk-Through-Audit as a Diagnostic Tool

The service encounter: the service encounter triad- Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter; the service organization- culture, empowerment; contact personnel- selection, training; the customer- expectations and attitudes, the customer as co-producer; creating a customer service orientation, the service profit chain

Service facility location: location considerations, estimation of geographic demand, facility location techniques, site considerations, breaking the rules- competitive clustering, saturation marketing, intermediaries, substitution of communication for transportation

Service quality: defining service quality, measuring service quality- SERVQUAL, benchmarking, scope of service quality; quality service by design- incorporating quality in the

service package, Taguchi methods, Poka Yoke, quality function deployment; achieving service quality- cost of quality, tools for achieving service quality; programs for service quality assurance- quality improvement to achieve zero defects, Deming's 14 point program unconditional service guarantee Malcolm Baldrige quality award

Managing queues: queuing systems, the psychology waiting, the economics of waiting essential features of queuing systems standard M/M/1 model, finite- queue M/M/1 model M/G/1 model.

Managing capacity and demand: strategies for managing demand- partitioning demand, offering price incentives, promoting of-peak demand, developing complementary services, using reservation systems and handling the overbooking problem; Strategies for managing supply- using daily workshift scheduling, using weekly workshift scheduling with days off constraints, increasing customer participation, creating adjustable capacity, sharing capacity, cross training employees, using part time employees, scheduling part-time tellers at a drive-in bank. Yield management and its applications.

Productivity and quality improvement: Stages in service firm competitiveness-available for service, journeyman, distinctive competence achieved, world class service delivery; Making continual improvement a competitive strategy- inventory and waiting line analogy, continual improvement as part of the service organization culture, management implications. Data envelopment analysis:

measuring service productivity, The DEA model- definition of variables, objective function, constraints, DEA and strategic planning.

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Role of services in an economy	1
The nature of services	2
Service strategy	2
Services and information technology	2
The service delivery system	3
The supporting facility	2
The service encounter	2
Service facility location	3
Service quality	3
Managing queues	3
Managing capacity and demand	4
Productivity and quality improvement	3
Total	30

Lean Manufacturing Management

Course Code : SL OM 609

Sessions : 30

Credit : 3

Semester : III/IV

Objectives

The course enables the student to learn the basic tenets of Lean Manufacturing that can contribute to significant improvements in productivity, quality, safety & cycle times. The course focuses on the tools & techniques of Lean & also on the issues of Lean Implementation. The student understands how to apply Lean Concepts in a Manufacturing Environment.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Lean Thinking, 2 nd e	Womack, James P / Jones, Daniel T. Simon & Schuster. Free Press - 2003
Quick Response Manufacturing – A Company wide approach to reducing lead times	Suri, Rajan Productivity Press - 1998
Value Stream Management	Tapping, Don et al. Productivity Press - 2002
Becoming Lean – Inside stories of U S Manufacturers	Liker, Jeffery. Productivity Press - 1998
Implementing a Lean Management System, 1 st e	Dr. Jackson, Thomas L. Productivity Press - 1996
The machine that changed the world	Womack, James & Jones. Free Press - 2007
World Class Manufacturing	Schonberger, Free Press - 2008

Detailed Syllabus

Introduction to Lean: History - Evolution, the Toyota Production System - Benchmarking the performance of manufacturing systems - Benefits of lean

Basics of Lean: The Lean House - Building Blocks of Standardization, Stability, JIT & Jidoka

The Lean Production Principles: Work Place Organization, Visual controls - Batch Size Reduction - Pull System - Cellular Manufacturing

Value Stream Mapping: Value Flow - Pull Value & Perfection - Lean Product & Process Development

The Lean Tools & Techniques: Quick Change Overs - Mistake Proofing - Line Balancing - Cellular Design - Lean Six Sigma

The Integrative Interventions: Kaizen – TPM - 5S - Work Teams - Policy Deployment - Managing Change

The Lean Implementation: Role of top management in developing lean culture & managing change - Steps in implementing lean strategy - Lean accounting system

Lean Practices: Case examples of organizations Practising Lean - Lean assessment study

Case Studies Lean Practices

Case examples of focusing on moving from “batch & queue” to continuous flow & lean operations

Applying Lean to Service Organizations

Concept of lean service operations

Lean supply chains

Lean & IT

Beyond Lean Paradigm

Agile Manufacturing

Quick Response Manufacturing

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to lean	3
Basics of lean	2
The lean production principles	3
Case on the lean production principles	1
Value stream mapping	2
The lean tools & techniques	3
Case on Lean six sigma	1
The integrative interventions	3
The lean implementations	3
Case on the lean implementations	1
Lean practices	3
Case on Lean practices	1
Applying lean to service organizations	2
Beyond lean paradigm	2
Total	30

TQM & Six Sigma Quality

Course Code : SL OM 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of this course is to develop an integrative perspective for achieving operational excellence. This course introduces the concepts, models and best practices for designing, developing, managing, controlling and improving the sourcing, planning, transformation and delivery processes and systems for goods and services

REFERENCE BOOKS	AUTHOR / PUBLICATION
Total Quality Management, 3 rd e	Besterfield. Pearson Education-Asia - 2002
Quality Planning and Analysis, 5 th e	Juran / Gryna-Tata McGraw Hill - 2006
Beyond TQM	Robert / Flood. John Wiley & Sons Inc - 1993

Detailed Syllabus

Introduction: Concept of quality, Definition, Dimension of Quality, Evolution of TQM, Components of TQM, Developing Quality Culture.

Customer Focus and Satisfaction: Meeting Customer Needs and Expectations, Translating Customer needs into Requirements (Kano model) using customer complaints.

Philosophy of TQM: Philosophies of Deming, Crosby, Juran and Taguchi, PDSA cycle, Costs of Quality, Measuring quality costs, Criteria for Malcom Balridge Quality Award.

Pre-requisite for TQM: Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS, Organizing for Quality.

SQC/SPC Techniques: Control Charts for Variables and Attributes, Acceptance sampling, Process capability studies, Six Sigma Approaches, Seven tools of SQC

Quality Function Deployment (QFD): Building a House of Quality, Voice of customers, Applications of QFD

Quality by Design: Production and Product Development Tools, Taguchi methods, Design of Experiments, Orthogonal Arrays.

Bench Marking: Evolution, Process of Benchmarking, Understanding Current performance, Types of benchmarking, Issues in bench marking

Tools of TQM: Management tools, Design Review, Pokayoke, Force field analysis, FMEA, FTA, DRM, and 5S Principles.

Strategic Quality Management: Principles of quality management, Linking with strategic quality management process, TQM implementation, Continual improvement/ Kaizen program, Quality circles, Role of BPR.

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	2
Customer Focus and Satisfaction	2
Philosophy of TQM	3
Pre-requisite for TQM	3
SQC/SPC Techniques	3
Quality Function Deployment (QFD):	2

Topic	No. of Sessions
Quality by Design	4
Bench Marking	2
Tools of TQM	3
Strategic Quality Management	3
Case studies in TQM	3
Total	30

Operations Research

Course Code : SL OM 603

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of this course is to develop an integrative perspective for achieving operational excellence. This course introduces the concepts, models and best practices for designing, developing, managing, controlling and improving the sourcing, planning, transformation and delivery processes and systems for goods and services.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Operations Research and Management Science Handbook, 1 st e	Ravindran, A. John Wiley & Sons. - 2007
Quantitative Approaches to Management, 8 th e	Levin, Richard I et al. McGraw Hill. New York. 1993.
Quantitative Analysis for Management, 10 th e	Render, Barry / Stair, Ralph M. - Prentice Hall of India Private Limited, New Delhi. - 2008
Management Science/Operations Research – A Strategic Perspective, 1 st e	Bell, Peter C. Thompson: South-Western.- 1998
Operations Research: An Introduction, 8 th e	Taha, Hamdy A. Prentice Hall of India. - 2006
An Introduction to Management Science, 11 th e	Anderson, David R et al. Thompson-South-Western. 2004.

Detailed Syllabus

Introduction: Quantitative approach to management decision making, Analyzing and defining the problem, Developing a model, Selecting the inputs and putting the model to work, Typical applications of OR

Linear Programming: Formulating maximization / minimization problems, Graphical solution, simplex methods, Special cases of LP, Duality of LP and its interpretation, Dual simplex methods, Post optimality/sensitivity analysis, Applications of LP

Transportation and Assignment problems: VAM method, Checking for optimality using MODI method, Unbalanced problem and degeneracy, Hungarian method for assignment problem, Traveling salesman problem.

Integer, Dynamic, goal and non linear programming: Types of problems, Branch and Bound method, Solving basic problems, Applications in operations management

Game theory: 2 Person zero sum games, Saddle point, Mixed strategies use of dominance rules, Solution by graphical methods.

Waiting lines: Characteristics of a queuing system, Arrival and service patterns, Single and multiple channel, Queue models with Poisson arrival and exponential service times

Simulation Modeling: Monte Carlo simulation, Using random numbers, Applications in inventory analysis, Waiting lines, Maintenance and finance areas.

Replacement models: Types of replacement problems, Replacement of assets that deteriorate with time, Determination of economic life using present value factors, Simple probabilistic models for assets which fails suddenly and completely.

Markov Analysis: Brand switching analysis, Prediction of market shares for future periods, Equilibrium conditions, Uses of Markov analysis.

Case examples or Caselets: On application of OR techniques.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	1
Linear Programming	5
Transportation and Assignment problems	3
Integer, Dynamic, Goal and Non-linear programming	3
Game theory	3
Waiting lines	3
Simulation Modeling	3
Replacement models	3
Markov Analysis	3
Case examples or Caselets	3
Total	30

Operations Strategy

Course Code : SL OM 604

Credit : 3

Sessions : 30

Semester : III/IV

Objective

The objective of the course is to impart an understanding of the issues related to Operations as a Strategic element in a Business organization. The essence of operations is to deliver value to a customer. The course therefore defines value, how the value is to be delivered and how to design operations in order to deliver value.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Operations Strategy.	Walters, David. Palgrave Macmillan publishers

Detailed Syllabus

Introduction: Introduction – new economy and new business models-The value chain – integrated demand and supply chains-Operations strategy – profile and definitions.

Emerging characteristics of value and value creation and delivery: A time of change-Value creation and delivery.

Perspectives of value: Approaches to define value-A customer value model.

Value as a business concept: Revisiting basic concepts-Value strategy decisions – strategic effectiveness and operational strategy.

A conceptual model to a value strategy model: Value based organization – The growth of flexible response and virtual organizations - Historical perspective of value - Developments and recent events - The future – some directives for future.

Supply chains and value chains: Definitions, characteristics, differences and directions - The value chain perspective - Value strategy.

Value based organization: The value chain approach - Organizational issues.

Strategic and operational characteristics and components: The generic approach - The generic value chain -Key issues and questions for value chain decisions -Adding value in a value chain – emphasis on adding value to the customer - Value chain decisions and processes.

Managing customer value and value proposition: Customer value model - Components of customer value - The value delivery gap - Positioning: The value proposition.

Value strategy and value operations: A framework for integrating value strategy and value production - Value chain - organization profile -The value chain processes, activities and decisions.

Configuring the value chain: Concepts and issues for the future - Value positioning and competitive advantage strategies - Intra and Inter organizational processes - Performance planning and measurement in the value chain - Value chain planning and control.

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	1
Emerging characteristics of value and value creation and delivery	2
Perspectives of value	3
Value as a business concept	3
Value based organization – The growth of flexible response and virtual organizations	3
Supply chains and value chains	3

Topic	No. of Sessions
Value based organization	3
Strategic and operational characteristics and components	3
Managing customer value and value proposition	3
Value strategy and value operations	3
Configuring the value chain	3
Total	30

Business Modeling and Simulation

Course Code : SL OM 605

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course introduces the concept of modeling of dynamic business and economic systems, and simulation of mathematical models. Computer software iThink, ARENA and MS Excel will be used for simulating mathematical models.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Discrete-Event Simulation, 5 th e	Banks, Jerry et al. Pearson Education: Delhi. 2009.
Mathematical Modelling	Kapur, JN. John Wiley & Sons Inc - 1988
Systems Thinking & Learning	Haines, Stephen G. Jaico Publishing. Mumbai - 2005
Business Dynamics	Sterman, John D. McGraw Hill - 2000
The Fifth Discipline Fieldbook	Senge, Peter M et al. Broadway Business - 2002.
Advanced Modelling in Finance using Excel and VBA	Jackson, Mary / Staunton Mike. John Wiley & Sons. Chichester. - 2001.
Simulation Modeling Methods	Harrington, H James / Tumay, Kerim. McGraw-Hill. New York - 2000.
Simulation with Arena, 4 th e	Kelton, W David et al. McGraw Hill: New York. 2006.
System Simulation, 2 nd e	Gordon, Geoffrey. Prentice Hall of India: New Delhi.- 2004
Simulation Modeling and Analysis, 4 th e	Law, Averill M / Kelton, W David. Tata McGraw Hill. New Delhi. - 2006.
Modern Simulation and Modeling	Rubinstein, Reuven Y / Melamed, Benjamin. Wiley. New York. 1998.

Detailed Syllabus

Introduction to Modeling and Simulation:

Types of models, closed form solutions, continuous and discrete event simulation

Probability Distributions: Properties of Poisson, Erlang, Uniform, Triangular, Normal, Gamma, Weibull, Beta, Lognormal

Random Number Generation: Generation of pseudo-random numbers, Tests for random numbers, random variate generation

Simulation of Discrete and Static models: Simulation for project appraisal and simulation for project duration

Simulation of Discrete and Dynamic models:

Simulation of inventory systems, simulation of stock market, simulation of Cobweb model, introduction to Markov processes and simulation of brand switching behavior, advertising and promotion, maintenance policy models

Introduction to Queuing Systems and Discrete Event Simulation: arrival process, queue configuration, queue discipline, queue statistics, Discrete Event Simulation

Introduction to Arena Software: Entities, Attributes, Create, Process, Dispose, Queue, Resource modules, etc.

Applications of Discrete Event Simulation: Applications of bank operations, call centers, inventories, factory operations, maintenance, etc.

Input Modeling: Data collection, identifying distribution with data, parameter estimation, goodness-of-fit tests, multivariate and time series input models

Verification and Validation of Simulation Models: verification of simulation models, calibration and validation of models

Output Analysis: Measures of performance and their estimation, output analysis for terminating conditions, Output analysis for steady state simulations

Causal Loop Diagrams: cause and effect fishbone diagram, positive links, negative links, reinforcing loops, balancing loop, stock variables, rate variables, auxiliary variables, relationship between stock, rate and auxiliary variables

Introduction to iThink Software: Reservoirs, Ovens, Queues and Conveyors, Building models in iThink

Application of System Dynamics Models: Demography Models (population growth models, population growth models with migration), Economic Systems (optimal time to harvest trees, optimal duration for storing wine), Marketing Models (exponential growth of sales

model and logistics growth model), Human Resource Models (human resource planning models, hiring and promotion policies), Operations Management Models (supply chain management and the beer game), Agriculture and Other Models (growth of fish and spread of epidemics), competition models (Volterra model for integrated pest control and oligopoly competition)

Stability and Equilibrium Analysis: phase plane diagrams, state space diagrams

Control of Systems: proportional, differential and integral control

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Modeling and Simulation	1
Probability Distributions	1
Random Number Generation	2
Simulation of Discrete and Static models	2
Simulation of Discrete and Dynamic models	3
Introduction to Queuing Systems and Discrete Event Simulation	1
Introduction to Arena Software	3
Applications of Discrete Event Simulation	3
Input Modeling	2
Verification and Validation of Simulation Models	1
Output Analysis	2
Causal Loop Diagrams	2
Introduction to iThink Software	2
Application of Systems Dynamics Models	3
Stability and Equilibrium Analysis	1
Control of Systems	1
Total	30

Production & Materials Management

Course Code : SLOM608

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Production Planning and Materials Management

REFERENCE BOOKS	AUTHOR / PUBLICATION
Production Planning and Inventory Control	Setharama L Narasimhan, Dennis W. McLeavey and Peter J Billington, Prentice Hall of India. New Delhi 2003, 2 nd Edition.
Introduction to Materials Management	JR Tony Arnold and Stephen Chapman. Pearson Education Delhi. 2004. Fifth Edition
Purchasing and Supply Chain Management	Robert Monezka, Robert Trent and Robert Handfield, Thompson – South Western. 2002. Second Edition.
Operations Management: A Supply Chain Approach	Derek L Waller. International Thompson Business Press. London. 1999.
Manufacturing Planning and Control Systems	Thomas E Vollman, William L Berry and D Clay Whybark. Irwin Mcgarw-Hill. Boston. 1997. Fourth Edition.

Detailed Syllabus

Purchasing Process: Purchasing objectives and process, Purchasing cycle, Types of Purchases, Types of purchasing strategies.

In sourcing and outsourcing: Outsourcing decision process, Total cost analysis, Outsourcing alternatives.

Supplier evaluation selection and measurement: Identification of supplier sources, Methods of supplier selection, Methods of supplier evaluation, Supplier quality management, Supplier evaluation systems: ISO 9000.

World wide sourcing: Overview of world wide sourcing, International sourcing process.

Basic Inventory systems: Functions and Types of Inventories, Measures of Inventory performance, Inventory Systems.

Multi-Item Joint Replacement: Economics of Joint replacement, Joint Replenishment Order Quantity Model, Joint Replenishment Order Quantity Model with varying Item Cycle, Joint Replenishment Production Quantity Model.

Distribution Inventory management: Multi location Systems, Centralization of Inventories, safety Stocks, Distribution Inventory Systems, Case: Integrated Production, Distribution, and inventory Planning at Libbey-owens-Ford

Aggregate Planning: The Nature of the Aggregate Planning Decisions, Aggregate Planning Defined, The Value of Decision Rules, Costs, Aggregate Planning Strategies, Aggregate Planning Methods,

The Master Production Schedule: Bill of Material Types, Structuring the Bill of Material, Modular Bills of Material, Disaggregation

Techniques, Managing the Master Schedule, Maintenance of the MPS.

The Planning of Material Requirements: MRP and MRP II, Implementation of MRP and MRP II, The Parts Requirements Problem, The Mechanics of MRP, MRP Concepts and Advantages, Lot Sizing, Uncertainty and Change in MRP Systems, Net Change Versus Regenerative MRP Systems, System Nervousness, Firm Planned Orders, and Time Fences.

Capacity Planning and Control: Long-Range Capacity, Medium-Range Capacity Planning and Control, Short-Term Capacity Planning and Control.

High-Volume Production Activity Control and Just-in-Time Systems: The Production Environment, Controlling Continuous Production, Sequencing and Line Balancing Methodologies, Relationship to Aggregate Planning, Batch Processing Techniques, Process Industry Scheduling, Just-In-Time (JIT).

Job Shop Production Activity Planning: Database Information Requirements, Scheduling, Shop Loading, Sequencing, Priority Rules for Dispatching Jobs, Mathematical Programming, Heuristics, and Simulation, Worker Scheduling in Service Operations.

Job Shop Production Activity Control: Dispatching, Corrections to Short-Term Capacity, Production Reporting and Status Control, Factors Affecting the Completion Time of Jobs, Techniques for Aligning, Completion Times and Due Dates, Scheduling in Flexible Manufacturing System, **Case:** The Flexible Factor Revisited.

Theory of Constraints and Synchronous Manufacturing: Theory of Constraints, The Goal and Performance Measures, Capacity, Synchronous Manufacturing, Marketing and Production.

Technological Innovations in Manufacturing: Introduction, Computer Integrated Manufacturing, Tools for Manufacturing Planning, Manufacturing Automation, Material Control, Integration Issues in CIM, **Case:** The age of Re-Engineering

Total Quality Management: Total Quality Management (TQM), TQM as a Key Component of Competitive Initiatives, The TQM Process of Improvement, TQM's Impact on Production Planning and Inventory Control Activities, Malcolm Baldrige National Quality Award.

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No of Sessions
Purchasing Process	1
In sourcing and outsourcing	1
Supplier evaluation selection and measurement	1
World wide sourcing	1
Basic Inventory systems	3
Multi-Item Joint Replacement	2
Distribution Inventory management	2
Aggregate Planning	2
The Master Production Schedule	3
The Planning of Material Requirements	3
Capacity Planning and Control	3
High-Volume Production Activity Control and Just-in-Time Systems	2
Job Shop Production Activity Planning	3
Job Shop Production Activity Control	2
Theory of Constraints and Synchronous Manufacturing	1
Technological Innovations in Manufacturing	1
Total Quality Management	2
Total	33

Supply Chain Management

Course Code : SL OM 606

Sessions : 30

Credit : 3

Semester : III/IV

AIM

This course introduces the concept of supply chain management. It also provides an understanding of Logistics while underlining the importance Supply Chain Management in different kinds of industries. This course provides an integrated view of purchasing, production, distribution and logistics function.

Learning Outcomes

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

1. Appreciate the strategic importance of Value Chain Management in the overall strategy formulation/implementation context
2. Apply the concepts of value chain management in practice
3. Appreciate the importance of integration with the suppliers and the customers in Value Chain Management
4. Demonstrate an ability to diagnose and analyze value chain issues
5. Design and implement improvements in real life value chains

REFERENCE BOOK	AUTHOR(S) / PUBLICATION
Supply Chain Management for Competitive Advantage	Narayan Rangaraj, G Raghuram, Mandyam M Srinivasan Tata McGraw Hill 2009
Designing and Managing the Supply Chain	David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi, Tata McGraw Hill. 2004
Logistics and Supply Chain Management	G Raghuram and N Rangaraj. Macmillan India. Delhi. 2000
Supply Chain Management	Sunil Chopra and Peter- Prentice Hall - 2006
Supply Chain Management (Text and Cases)	Dr Rahul Altekar
Business Logistics / Supply Chain Management	Ronald H Ballou. Pearson Education. Delhi. 2004. Fifth Edition

Detailed Syllabus

Introduction: What is a Supply Chain - Decision Phases in a supply Chain - Process view of a Supply Chain - The importance of supply Chain flows - Competitive and Supply Chain

Strategies - Achieving strategic fit - Expanding strategic scope - Global Optimization - Managing Uncertainty – Why Supply Chain Management - Key Issues in Supply Chain Management - supply chain drivers and obstacles.

Transportations, facility decisions and network design in supply chain: The role of transportation - factors affecting the transportation decisions - modes of transportation - design options for transportation network - trade offs in transportation design, tailored transportation-routing and scheduling in transportation - role of facility decisions in supply chain - factors influencing network design decisions - making network design decisions in practice.

Inventory Management and Risk Pooling:

Introduction - Single Warehouse Inventory- The Economic Lot Size Model - The Effect of Demand Uncertainty - Supply Contracts - Multiple Order Opportunities - Continuous Review Policy - Variable Lead Times - Periodic Review Policy - Risk Pooling-Centralized Versus Decentralized Systems - Managing Inventory in the Supply Chain -Practical Issues - Forecasting - Judgment Methods - Market Research Methods - Time-Series Methods - Causal Methods - Selecting the Appropriate Forecasting Technique.

The Value of Information: Introduction - The Bullwhip Effect - The Impact of Centralized Information on the Bullwhip Effect - Methods for Coping with the Bullwhip Effect - Effective Forecasts - Information for the Coordination of Systems - Lead-Time Reduction - Information and Supply Chain Trade-offs - Conflicting Objectives in the Supply Chain - Designing the Supply Chain for Conflicting Goals.

Supply Chain Integration: Introduction- Push, Pull and Push-Pull Systems - Push - Bases Supply Chain-Pull-Based Supply Chain - Push-Pull Supply Chain-Identifying the Appropriate Supply Chain Strategy-Implementing a Push-Pull Strategy - Demand-Driven Strategies - The Impact of the Internet on Supply Chain Strategies - Distribution Strategies - Direct Shipment - Corss-Docking - Transshipment-Centfalized Versus Decentralized Control - Central Versus Local Facilities.

Strategic Alliances: Introduction - A Framework for Strategic Alliances - Third-Party Logistics - Retailer-Supplier Partnerships - Types of RSP - Requirements for RSP -

Inventory Ownership in RSP - Issues in RSP Implementation -Steps in RSP Implementation - Advantages and Disadvantages of RSP - Distributor Integration - Types of Distributor Integration - Issues in Distributor Integration.

Procurement and Outsourcing Strategies: Introduction - Outsourcing Benefits and Risks - A Framework for Buy/Make Decisions - E-Procurement - A Framework for E-Procurement.

International Issues in Supply Chain Management: Introduction - Global Market Forces - Technological Forces - Global Cost Forces - Political and Economic Forces - Risks and Advantages of International Supply Chains - Risks - Addressing Global Risks - Requirements for Global Strategy Implementation - Issues in International Supply chain Management - International versus Regional Products - Local Autonomy Versus Central Control - Miscellaneous Dangers - Regional Differences in Logistics - Cultural Differences - Infrastructure - Performance Expectation and Evaluation - Information System Availability - Human Resources.

Coordinated Product and Supply Chain Design: Design for Logistics - Economic Packaging and Transportation - Concurrent and Parallel Processing - Standardization - Selecting a Standardization Strategy - The Push-Pull Boundary - Supplier Integration into New Product Development - The Spectrum of Supplier Integration - Keys to Effective Supplier Integration -Technologies and Suppliers - Mass Customization - Making Mass Customization Work - Mass Customization and Supply Chain Management.

Information Technology For Supply Chain Management: Introduction - Goals of Supply Chain - Information Technology - Standardization - Information Technology Infrastructure - Interface Devices - Communications - Databases - System Architecture - Electronic Commerce - Electronic Commerce Levels - Supply Chain Management System Components - Integrating Supply Chain Information Technology - Stages of Development - Implementation of ERP and

DSS - "Best-of-Breed" Versus Single-Vendor ERP Solutions. RFID and its applicability

- Organisation and Systems for SCM
- Negotiations and Contract management
- INCO terms and Legal concepts and ED, VAT, GST etc.
- SCOR model

Modern Concepts:

- Financial SCM
- Lean SCM

Cases

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction	3
Transportation, facility decisions and network design in a supply chain	3
Inventory Management and Risk Pooling	3

Topic	No. of Sessions
The Value of Information	1
Risk Pool game, Beer Game or equivalent	2
Supply Chain Integration	2
Strategic Alliances	2
Procurement and Outsourcing Strategies	2
International Issues in Supply Chain Management	3
Coordinated Product and Supply Chain Design	3
Information Technology for Supply Chain Management	3
Organisation and Systems for SCM Negotiations and Contract management INCO terms and Legal concepts and ED, VAT, GST etc. SCOR model	2
Modern Concepts: Financial SCM Lean SCM	1
Total	30

Project Management

Course Code : SL OM 607
Credit : 3

Sessions : 30
Semester : III/IV

Objective

Is to explore students to all aspects of Project Management covering project identification, formulation, planning, scheduling & control. The course will enable the students to acquire the concepts, tools & techniques of Project Management and to get an exposure to MS Projects Software

REFERENCE BOOKS	AUTHOR / PUBLICATION
Project Management for Business & Technology (Principles & Practice)	Nicholas, John M. Pearson Education
Project Management – A Managerial Approach, 5 th e	Meredith, Jack R / Mantel, Samuel J. JW & Sons, 2002
Project Management, 8 th e	Lock, Dennis. Gower, 2003
Modern Project Management	Howes, Norman R. Amacom - 2001
Projects: Planning, Analysis, Selection, Implementation & Review, 5 th e	Chandra, Prasanna. Tata McGraw Hill - 2004
Successful Project Management, 4 th e	Gido / Clements. South-Western College Pub - 2008
Project Management, 4 th e	Gray, C. / Larson, E. McGraw Hill/ Irwin - 2007

Detailed Syllabus

Introduction to Project Management:

Definition, functions, evolution of Project Management, classification of projects, Project Management in different environments

The Project Management Systems, Methodologies & Systems Development Cycle:

Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of systems development cycle

Project Feasibility Study: Developing a project plan, market & technical analysis,

financial analysis, evaluation of project proposals, risk analysis, sensitivity analysis, social cost benefit analysis

Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structure & responsibilities, responsibility matrix

Project Scheduling: Use of Gantt Charts & network diagrams, activity of node diagrams, activity on arrow diagrams, the critical path, time based networks

PERT, CPM, Resource Allocation & GERT:

Tools & techniques for scheduling development, crashing of networks, time-cost relationship, resource leveling multiple project scheduling, GERT

Cost Estimating & Budgeting: Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts

Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods

Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, issues in project control.

Project management Information Systems: Computer based tools, features of PMIS, using project management software (MS Projects)

Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract

Project Organization Structure & Integration: Requirements of project organizations, different structure & integration in large scale projects, roles of project manager & project team

Managing Participation, Team Work & Conflict: Leadership in project management, building teams, resolving conflicts

Software Project Management: Systems engineering, design & system development, documentation, fast evolving technologies & methodologies

Project Quality & Procurement Management: Quality assurance, quality audit, tools & techniques of TQM, contracts management

Case Studies

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Project Management	1
The Project Management Systems, Methodologies & System Development Cycle	2
Project Feasibility Study	3
Project Planning	2
Project Scheduling	2
PERT, CPM, Resource Allocation & GERT	4
Cost Estimating & Budgeting	2
Managing Risks in Projects	2
Project Control	2
Project Management Information Systems	2
Project Evaluation, Reporting & Termination	1
Project Organization Structure & Integration	2
Managing Participation, Teamwork & Conflict	2
Software Project Management	2
Project Quality & Procurement Management	1
Total	30

Data Warehousing

Course Code : SL IT 607

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The objective of the course is to enable the management students Equip with the skills and knowledge necessary for Business Analysts / consultants / IT solutions marketing positions in the industry in general and IT solutions / analytics companies in specific or functional domain analytics in specific e.g. in banking / financial services or retail / hospitality etc.

- Expose to any data warehousing solutions for hands on experience in building a data warehouse.
- Focus on developing applications and analytics skills for DWH project consulting, marketing and applications, hence the course is NOT to be perceived as a product-specific training program-type.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Data Warehousing: Design, Development and best practices	Mohanty, Soumendra. Tata McGraw Hill - 2006
Data warehousing fundamentals	Ponnaiah, Paulraj. Wiley Publishers 2003
The Data warehouse Life cycle tool kit, 2 nd e	Kimball, Ralph. Wiley Publishers - 2008
DW and BI for e-Commerce, 1 st e	Simon, Alan R / Shaffer, Steven L. Morgan Kaufmann Publication - 2001
Modern database management systems, 5 th e	Hoofer, Jeffrey / Prescott, Mary B. Addison-Wesley - 1999
Data warehousing in the real world	Anahory, Sam / Murray, Dennis. Addison Wesley publishers - 2003
Modern data mining warehousing, mining and visualization	Marakas, George M. Pearson education - 2003
Data warehousing, data mining & OLAP	Berson, Alex. Tata McGraw Hill - 2004
http://www.inmoncif.com http://www.ralphkimball.com http://www.dmreview.com http://www.datawarehousing.com http://www.sidadelman.com	

Detailed Syllabus

Introduction to Data warehousing:
 Limitations of DBMS in specific business contexts – Data redundancy – difference

between DWH and OLTP-based DBMS environments – analytical requirements to be supported by DWH- need for multi-dimensional modeling.

Structured Query language: SELECT statement - distinct clause - Handling of NULL values - ORDER BY clause - WHERE clause - Relational Operators - logical operators (AND, OR, NOT), SQL operators (BETWEEN - AND, IN, LIKE)- Numeric Functions - String functions - Date functions - Conversion Functions- GROUP BY clause - Group functions - HAVING clause. Joining Tables- SET Operators (UNION, INTERSECTION, MINUS) - Sub Queries.

DDL: CREATE table - Integrity Constraints - ALTER table - DROP table.

DML: INSERT rows - UPDATE existing rows - DELETE rows.

DWH Architecture: the layered approach – benefits of layered approach – data staging – functions of each layer.

Data Warehouse Development Process: Developing the business case for DWH-eliciting client requirements from analyzing queries and reporting requirements – statistical methods – developing a technical blueprint – DW development life cycle – DW development Methodologies- Big-bang Vs. incremental? – Business requirements definition – Process framework.

Data Warehouse Design: Defining dimensional model –need for de-normalization –identifying facts_in_data and dimensions-different options for dimensional modeling – star schema – snow-flake schema-

Detailed Dimensional Modeling: Granularity of facts – additive facts – FD of data – Helper tables – Implementing M-M relationships between fact and dimension tables – dimension hierarchies - Slowly changing dimensions – Rapidly changing dimensions.

Extract, Transform and Loading Process: Extract processing – interface processing – Load into staging – Transform – Load process – post load processing – Generic warehouse population functions. Change capture mechanisms: type I, type II, type II changes

Meta Data Management: Meta data – categorizing – value proposition – management

strategies – Management practices – Management reference architecture.

Data Marts: What are data marts – how are they linked to DWH – business relevance of data marts – examples

Testing a DW application: Testing terminologies – DW project life cycle and testing work stream

OLAP: OLAP – Definition – Terminology; Understanding Multidimensional data – architecture ; Multidimensional views of relational data ; Physical multidimensional databases ; Data explosion; Integrated relational OLAP; data Scarcity and data explosion; ROLAP, MOLAP, HOLAP Models

Data Warehouse Applications: CRM; SCM; Banking sector; Insurance sector; Retail banking Industry case study, Hospital_application

Building a DW: Creating warehouse environment – Building the data warehouse – Defining the ETL process –

Trends and Guest lecture

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Data warehousing + SQL	4
Data warehouse architecture and development process	4
Data warehouse design and dimensional modeling	4
Extract, Transform and Loading Process	3
Meta data management, data marts,	3
Testing a DW application	1
OLAP	2
Data warehouse applications	3
Building a DW	4
Current trends and guest lecture	2
Total	30

Data Mining

Course Code : SL IT 608
Credit : 3

Sessions : 30
Semester : III/IV

Objective

The course aims to provide

- Concepts and theories of data mining.
- Data mining tasks and their utilization in few sectors like banking, healthcare etc.,
- Understanding of mining complex data such as text, web, and multimedia data.
- Provides hands on experience on SAS data mining tool “SAS Enterprise Miner”.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Data Mining concepts, 2 nd e	Jiawei, Han / Kamber. Morgan Kaufmann - 2005
Data Mining techniques	Pujari, AK. University Press - 2005
Principles of Data mining	Hand, David. Prentice Hall, India - 2004
Data Mining concepts & Techniques	JIAWEI Han, Morgan Kaufmann - 2001
Data mining technique	Berry, Michel. Wiley Dreamtech - 2005
Data mining introductory & advanced topics	Dunham, Margaret H. Pearson Education - 2003
http:// www.kdnuggets.com http://www.theartling.com	

Detailed Syllabus

Introduction: What is data mining – data sources– process – tasks- techniques – Process models – applications; Data Mining Issues – Security and society – user interface – methods – performance.

Data Preprocessing: Data Difficulties – Data organization – errors – outliers – Missing Values – Sampling – Dimension reduction.

Classification: Introduction to classification – Distance based algorithms – Decision tree based

algorithms – Neural network based algorithms – Rule based algorithms.

Clustering: Introduction to cluster analysis – requirements of cluster analysis – Types of data – partitioning method – partitioning in large database – Hierarchical method – Density based method – Grid based method – Model based method.

Association Rules: Basic terminology – Apriori algorithm – Sampling algorithm Partitioning algorithm – Parallel and distributed algorithms – Comparing algorithms- Association rules.

Time Series Forecasting- Stationarity non stationarity Exponential Smoothing - ARIMA Models – (AR Process - Moving Average Process - ARMA Process - Box Jenkins Methodology).

Logistic Regression- Concept of odds ratio_ - Wald’s confidence interval and construction – concept of Cordant discordant and tied pairs Basic concepts of logistic regression - Logistic regression with only one categorical variable - Logistic regression and contingency table analysis - Logistic regression for combination of categorical and continuous independent variables – Stepwise backward and forward regression methods in multivariate logistic regression Comparison of logistic regression and discriminant analysis .

Text Mining: Text mining overview – Usage of text mining – Text data bases – text characteristics – Text mining – Process – applications – methods - Information retrieval method– Information extraction method.

Web Mining: Web mining overview – task and characteristics – Web mining issues – Web mining software – Web mining taxonomy – Web content mining – Web usage Mining – Web structure Mining.

Multimedia Data Mining: Multimedia data mining overview – MM data types and characteristics – Types of multimedia data mining – Image mining – sequence data mining – audio data mining –video data mining.

Introduction to SAS Enterprise Miner: Tools available in Enterprise Miner - exploring the

workspace components - setting up projects and diagrams - conducting initial data exploration.

Current Trends

Project

Cases and Exercises

- Faculty will identify relevant Cases and Exercises

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to data mining	2
Data Preprocessing	2
Classification	3
Clustering	3
Association rules	3
Time Series	3
Logistic Regression	3
Text mining	2
Web mining	1
Multimedia data mining	1
Introduction to SAS Enterprise Miner	2
Current Trends	1
Project	4
Total	30

Business Continuity & Risk Management

Course Code : SL IT 601

Sessions : 30

Credit : 3

Semester : III/IV

Objectives

- i). To understand the key elements of Business Continuity and Risk Management
- ii). To understand the business continuity planning cycle
- iii). To understand network security technology and their applications

REFERENCE BOOKS	AUTHOR / PUBLICATION
Business Continuity and Disaster Recovery for Infosec Managers	Rittinghouse, John / Ransome, James F. Elsevier UK US Editions. Digital Press - 2005
The Definitive Handbook of Business Continuity Management	Peter Barnes (Editor), Andrew Hiles (Editor), John Wiley & Sons Ltd - 2005
Business Continuity Planning	S., Latha. ICFAI University Press
Network Security Essentials Applications & Standards	Stallings, William. Prentice Hall (Pearson Asia) - 1999
Electronic Commerce	Greenstein / Feinman. McGraw Hill

Detailed Syllabus

Risk Management: Introduction, Kinds of risks, Risk Planning, risk management and business continuity management.

Introduction to Communication & Information Security: Security Attacks and Security Services, A Model for Internet work Security. Importance of information security. Overview of Information Technology Act.

Conventional Encryption: Conventional Model, Classical Encryption Techniques, Simplified Data Encryption Standards (DES), Cipher Design Principles, Traffic Confidentiality and Key Distribution.

Modern Information security issues & solutions: Authentication issues. Symmetric & Asymmetric key cryptography. Digital

signatures & digital signature standards. Hacking – assessing network vulnerabilities. Hacker detection tools & principles. Phishing & Phraming.

Information System Security: Intruder, Virus & Worm, Firewalls - Types, Trusted Systems

Network Security Practice: Issues in online business transactions, Authentication Applications, Security Requirements on the Internet, Secure Electronic Transactions. Browser based security issues. Physical Network system security – User authentication, bio-metric devices, Electronic mail security, web security.

Business Continuity Planning: Business Continuity Planning (BCP), Need for BCP, Business Impact Analysis (BIA), Business

Continuity Management Cycle, Organizing and implementing BCP, Testing, Maintenance and Training, Standards, like BS 7799

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Risk Management	3
Introduction to Communication & information Security	3

Topic	No. of Sessions
Conventional Encryption	2
Modern Information security issues & solutions	5
Information System Security	3
Network Security Practice	6
Business Continuity Planning	8
Total	30

Relational Database Management Systems

Course Code : SL IT 606
Credit : 3

Sessions : 30
Semester : III/IV

Objective

The course aims to provide the basic knowledge of concepts, design and implementation issues in database systems. It provides concepts of client server architecture and introduces advanced topics in databases systems, security and administration. It takes Oracle or Microsoft RDBMS software to explain the concepts.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Database systems, 8 th e	Rob, Coronel. Thomson publishers - 2007
Database System Concepts, 5th e	Silberschatz, Abraham et al. Mc-Graw Hill - 2005
Database Management systems, 3 rd e	Gehrke, Ramakrishnan. Mc Graw Hill - 2002
Modern database management systems, 9 th e	Hooper, Jeffrey / Prescott, Mary B. Pearson Education - 2008
SQL,PL/SQL Programming language of Oracle	Bayross, Ivan. BPB publication - 2003

Detailed Syllabus

File Systems and Databases: Introducing the database – files and file systems – database systems – Introduction to database models – database models and the Internet.

The Relational Database Model: A logical view of data – keys – Integrity rules – relational database operators – relationships within the relational database – data redundancy-indexes

Entity Relationship Modeling: Basic Modeling concepts – Degrees of data abstraction – Entity Relationship model - converting an E-R model into a database structure.

Normalization: Database tables and Normalization – Normalization and database design - higher level normal forms – Denormalization.

Structured Query Language: SELECT statement - distinct clause - Handling of NULL

values - ORDER BY clause - WHERE clause - Relational Operators - logical operators (AND, OR, NOT), SQL operators (BETWEEN, AND, IN, LIKE) - Numeric Functions - String functions - Date functions - Conversion Functions - GROUP BY clause - Group functions - HAVING clause. Joining Tables - SET Operators (UNION, INTERSECTION, MINUS) - Sub Queries

DDL: CREATE table - Integrity Constraints - ALTER table - DROP table – DML: INSERT rows - UPDATE existing rows - DELETE rows Views – Introduction to Procedural SQL-Triggers – stored procedures & functions.

Transaction Management and Concurrency Control: What is a transaction – Properties – Transaction management with SQL - COMMIT - SAVEPOINT - ROLLBACK

Concurrency control – Locks – database level – table level – page level – row level - field level - database recovery management.

Distributed Database Management Systems:

Evolution – distributed processing and distributed databases – distributed database management systems – DDBMS components – Levels of data and process distribution.

Client Server Systems: Client/server systems - need – evolution – managerial expectations – client/server architecture- client/server databases – client/server architecture styles – client / server implementation issues – Backend database connection to front end application like Visual Basic.

Object Oriented Databases: Object oriented concepts – features of an object oriented DBMS – How object orientation affects database design – advantage and disadvantage of OODBMS

Web Based Databases: Two-tier architecture Vs three-tier architecture – advantages and disadvantages the web as a database platform – approaches for integrating databases into the web environments – effect of http and XML on web - DBMS integration.

Database Security and Administration: Database security – Access control – GRANT, REVOKE – GRANT, REVOKE on views and integrity constraints - Data as a corporate asset – The evolution of database administration function – The DBA’s managerial role – The DBA’s technical role.

Class Room Examples

Faculty may identify appropriate examples covering the topics like:

- Database design
- Development
- Querying
- Procedure SQL
- Transaction Management
- Concurrency Control
- Database Administration

Case Studies

Faculty may identify suitable case studies on E-R modelling, Normalization, Client-server systems and Object-oriented databases.

Lab Sessions

There will be lab sessions to have hands-on experience with the software:

- i. MS Visio to draw and develop E-R models, and
- ii. Oracle or Microsoft RDBMS software to design and develop database tables.

Assignments / Project

The course will be supplemented by assignments and a project. The assignments are to get students familiar with using databases, running queries and using application development tools.

The project could involve the design of a schema for a realistic application, and the implementation of the entire application using SQL and other development tools such as Java servlets or JSP/ASP etc.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
File systems and databases	2
The relational database model	2
Entity relationship modeling	4
Normalization	3
Structured query language up to DML commands	5
Structured query language - Views, Introduction to procedural	3
Transaction management and concurrency control	1
Distributed database management systems	1
Client server systems	3
Object oriented databases	2
Web based databases	2
Database security and administration	2
Total	30

E-Business

Course Code : SL IT 602

Sessions : 30

Credit : 3

Semester : III/IV

Objective

The course is designed to fulfill the following objectives:

- i) Understand the strategic opportunities and threats of e-Business
- ii) Have insight into the viable e-Business models
- iii) Have experience in analyzing the potential impacts and opportunities of e-Business in a firm or industry
- iv) Gain insight into the way e-Business influences business strategy and changes the basis for competition

REFERENCE BOOKS	AUTHOR / PUBLICATION
e-Business	ICMR
e-Business: Roadmap for Success	Dr Kalakota, Ravi / Robinson, Marcia. Addison-Wesley, 2000
The e-Marketplace: Strategies for Success in B2B Commerce	Raisch, Warren D - McGraw Hill Inc, 2000
Marketing in the Cyber Age: The Why, the What and the How	Rohner, Kurt. John Wiley & Sons, 1998
Frontiers of Electronic Commerce	Kalakota et al. Addison-Wesley - 2000
Doing e-Business: Strategies for Thriving in an Electronic Marketplace	Taylor, David. John-Wiley & Sons, Inc.- 2001
Executive Guide to e-Business: From Tactics to Strategy	Deise, Martin V et al. John Wiley & Sons, Inc - 2000

Detailed Syllabus

Basics of e-Business: Digital Economy, Principles of e-Business, e-Business Models, Convergence Strategies

e-Business Strategy: Enabling Value Chain, e-Business Planning, Types of e-Business Projects, e-Business Execution Plan

e-Business Design: Overview, Steps in e-Business Design, Reversing the value chain, Knowledge Building

e-Markets: e-Market Models, Direct B2B e-Markets, Coalitions or Consortium, Independent e-Markets Strategy

e-Procurement: e-Procurement process, Online Product Selection, Electronic Ordering, e-Procurement Solutions

Integrating Supply Chain Management Process: Definitions, Components of e-Supply Chain, Managing relations in e-Supply chain

Integrating Enterprise Resource Planning Process: Enterprise Architecture Planning, Lead Time Reduction, Improved Supplier Performance

Integration of Knowledge Management Process in e-Business: Architectural Framework for Knowledge Management Processes, Infrastructure, Best Practices

Selling Chain Management Process: Definition, Business & Technology Drivers, Infrastructure, Sales & Distribution configuration

e-Marketing: Database Marketing, e-Marketing Strategies, Building Microbrands, Pricing - Collaboration

e-CRM Processes and their Integration: Definition of e-CRM, Architecture, Infrastructure Requirements, Challenges & Best Practices

e-Business Infrastructure: Data Integration Middleware, e-Business-Reference-Logical-Technology-Organizational Architecture

e-Business Technologies: e-Business: Enabling Technologies

e-Banking: e-Banking Strategies, Mobile Payment, Key Issues & Solutions, risks, Electronic Payment System, Overview, Payment Clearing, Digital Currency,, Future of e-Banking,

e-Governance: Overview, Strategies, Interface & Technology, Key Issues & Challenges, Privacy, Security, Access

m-Commerce: Strategies for m-Commerce, Key Benefits, Technologies, Key Issues & Solutions

e-Business Security Aspects: Standards, Cryptography, Authentication, Digital Certificates, Public Key Infrastructure.

Legal Issues in e-Business: Consumer Protection, Cyber Crimes & Laws, Software Piracy, Regulation & Taxation.

Challenges in e-Business: Technological Challenges, e-Money Laundering, Other Challenges - Channel Conflicts.

Future of e-Business & m-Commerce: Global Reach, Customers, Integrated Customer Service, Integrated Enterprise Applications.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Basics of e-Business	2
e-Business Strategy	2
e-Business Design	2
e-Markets	2
e-Procurement	2
Integrating Supply Chain Management Process	1
Integrating Enterprise Resource Planning Process	1
Integration of Knowledge Management Process in e-Business	1
Selling Chain Management Process	1
e-Marketing	1
e-CRM Processes and their Integration	2
e-Business Infrastructure	1
e-Business Technologies	2
e-Banking	2
e-Governance	1
m-Commerce	2
e-Business Security Aspects	1
Legal Issues in e-Business	1
Challenges in e-Business	1
Future of e-Business & m-Commerce	2
Total	30

Software Engineering & Quality Management

Course Code : SL IT 603

Sessions : 30

Credit : 3

Semester : III/IV

Objective

Aim of this course is to provide conceptual inputs in understanding software engineering principles and practices. Course aims at training the students in software project planning techniques, quality assurance, testing and implementation. Course also aims at exposing the students to various models and standard of software industry.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Software Engineering : A Practitioners Approach, 6 th e	Pressman, Roger S. McGraw-Hill International Edition - 2004
Fundamentals of Software Engineering, 5e	Ghezzi, Carlo et al. Prentice-Hall, India
Software Engineering Economics	Boehm, Bary W. Prentice-Hall, India
Software Engineering, 8 th e	Sommerville, Ian. Addison Wesley - 2006
Software Engineering Concepts	Fairley, Richard E. Tata McGraw-Hill
Software Engineering Theory and Practice, 4 th e	Pfleeger, Lawrence. Pearson - 2009

Detailed Syllabus

Product and Process: Role of Software - Software characteristics - Applications - Myths - Process, methods and tools - Generic view - Process models - Software process models - Classical model (waterfall) - Prototype - RAD - Evolutionary - incremental, spiral, V model concurrent - Component based development model - Formal methods model - 4 GLs.

Project Management: Project management spectrum - 4 Ps – People (stakeholders, key resources, skills and deployment), – Product, Process and Project (Budgeting, Costing, Communication, Change management, Issue Management and Reviews), pitfalls and approaches) - W5HH Principle. Introduction to PMI guidelines.

Software Metrics: Measures - Metrics - Indication, Process metrics - Project metrics - Software measurement - Function oriented metrics - Metrics for Software quality - Integration of metrics in process - Statistical control - Process control.

Project Estimation: Estimation - Important issues - Project planning objectives - Software scope - Resources - Models of estimation - Decomposition techniques - Software sizing - Problem based estimation - FP based estimation - Process based estimation - Empirical models - Putnam's model - Make / buy decision

Risk Analysis and Management: Software risks - Strategies - Risk identification - Risk projection - Risk refinement - R MMM and RMMM plan.

Project scheduling & Tracking: Reasons for late delivery - Principles of software project scheduling - People and effort - Task set for software projects - Selecting SE tasks - Refinement - Task network - Scheduling - Timeline charts - Tracking schedule - EV Analysis - Error tracking - Project plan. Introduction to PMI Project Life Cycle guidelines (using MS Project).

Quality Assurance: SQA strategy - Quality concepts - Quality control - Cost of quality - Software quality assurance - Quality reviews - FTRs - Statistical SWQA - Software reliability - Quality standards (ISO/CMM/9126) - SQA Plan.

Software Configuration Management (SCM): Software configuration management - Identification of objects in SCM - SCM process - Version control - Change control - Configuration audit - Status reporting - SCM audit.

System Engineering: System definition - Requirement engineering - System modeling.

Software Testing Techniques: Fundamentals - Objectives - Principles - Testability - Test case design - White box testing - Basis path testing - Control structure testing - Block box testing - Specialized testing.

Software Testing and Strategies: Strategic approach - Verification validation - Organizing for testing - Strategies - Criteria for completion - Strategic issues - Unit testing - Consideration and procedures - Integration testing - Top down, bottom up, regression, smoke testing - Comments & Documentation - Validation testing - Alpha, Beta testing - Systems testing - Recovery, security, stress, performance testing - Debugging.

OOSE: Management of OO Software projects - Common process frameworks - OO Project metrics and estimation - OO Estimating and scheduling - Tacking program for an OO project. OO testing.

Cases

Real life Software project management experiences.

Suggested Schedule of Sessions

Topic	No. of Sessions
Product and Process	2
Project Management	4
Software Metrics	2
Project Estimation	2
Risk Analysis and Management	2
Project Scheduling & Tracking	3
Quality Assurance	3
Software Configuration Management	2
System Engineering	1
Software Testing Techniques	2
Software Testing and Strategies	3
OO SE	2
Cases	2
Total	30

IT Enabled Services

Course Code : SL IT 605
Credit : 3

Sessions : 30
Semester : III/IV

Objective

The Student shall develop the skills to understand the process involved in ITES and learn the management skills for ITES Projects. Basics of IT services management skill-set is imparted through this course. In addition, domain specific skills e.g. service level management for finance KPOs etc. will be imparted for specific and predominant domains.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Nasscom's Handbook on IT Enabled Services	Nasscom
MGI (McKinsey Global) reports 2006 and 2007-excerpts	McKinsey Global
ITES Case Studies from Wipro/ Infosys/ IBM etc.	To be procured from Internet
Service Level Management and SLA : resources from the Internet	Internet

Detailed Syllabus

Global Outsourcing Market on a growth path: Introduction, Evolution of ITES, Key Drivers of ITES, Key benefits of IT-enabled outsourcing.

The Indian IT Enabled Services Market: The Indian IT-Enabled outsourcing market: Existing size, Market Segmentation.

The Indian Contract Services Market: Contact centers, Market size, Market Processes, Value Proposition, Future of Indian contact center market.

Project Work: Project on Indian Contract Services Market based on NASSCOMs Report.

Software Technologies & Frameworks: Introduction to Relevant Internet & Web Applications for ITES, Voice over IP, IP

telephony, groupware, SMTP, SOAP, BizTalk servers

The Medical Transcription Market: Market Processes, Market size, Setup of Medical Transcription, Customers for MT units

Back Office Operations, GIS, Animation, Engineering and Design Services, On line Training: Business Process Outsourcing, GIS Services, Content development and animation, Engineering & Design Services.

Project Work: Project on Back Office Operations, GIS, Animation, Engg. & Design Svcs, Online Training based on NASSCOMs Report.

Service Desk management: Types of Service Desks, benefits and demerits of each type, suitability of a particular type to a specific business context

Service level agreements: What are the components- how to develop good SLA-penalty clauses – performance clauses – templates of SLAs - Example SLAs for various outsourced services e.g. VoIP, financial reporting

Service Level Management: Process metrics-how to design – how to capture data on process metrics – how to monitor – SLM software / workbenches – SLM reports – workflows for SLM

Project work: SLA design for any domain-specific services – role plays

Disaster Recovery Strategies: Importance & General Strategies for organizing Disaster Recovery, Business Impact of a Disaster.

Business Models Driving IT Enabled Service: In-house/Captive centers, Building Success strategies for in-house ITES & 3rd party providers, Third Party Services providers.

India's Challenge in the IT Enabled Services space

HR and Quality Issues in IT Enabled Services: HR in ITES, Employee Value Proposition, Balance of Rewards, Incentive Plan, Training, Quality Focus, Benchmarking quality & Performance.

Challenges Facing the Indian IT Enabled Outsourcing Market: Perspective, Supply & Demand side, Action Plan for India.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Global Outsourcing Market on a growth path	1
The Indian IT Enabled Services Market	2
The Indian Contract Services Market	2
Software Technologies & Frameworks	3
The Medical Transcription Market	2
Back Office Operations, GIS, Animation, Engineering and Design Services, On line Training	1
Service Desk management	3
Service Level agreements	3
Service level management	3
Disaster Recovery Strategies	2
Business Models Driving IT Enabled Service	3
India 's Challenge in the IT Enabled Services space	2
HR and Quality Issues in IT Enabled Services	2
Challenges Facing the Indian IT Enabled Outsourcing Market	1
Total	30

Business Intelligence

Course Code : SL IT 609
 Credit : 3

Sessions : 30
 Semester : III/IV

Objective

- To provide concepts & techniques of Data Mining Analysis Tools (DMAT) which are different from various statistical techniques.
- To equip the students with skills to perform data analysis and conclusions independently with special focus on Data Mining (DM) applications with SAS.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management, 2nd e	Berry / Linoff. Wiley Computer Publishing - 2004.
Applied Multivariate Techniques	Sharma, Subhash - John Wiley & Sons, 1996
Using Multivariate Statistics'	Tabachnick B.G. / Fidell L.S - Allyn & Bacon, 1996.
Multivariate Data, 6 th e	Hair J.F et al. Pearson Education, 2005.

Detailed Syllabus

Introduction to Business Intelligence- Applications in Marketing and Customer Relationship Management: A Statistical perspective of Data Mining - - Tasks performed with data mining - Applications of data mining – Concept of Learning, Knowledge discovery, Analytical Intelligence, Enterprise Intelligence

Examining Data using SAS: Basic Statistical concepts of measures of central tendency variance, kurtosis, skewness. Use of Histogram and Box Plots. Testing for normality using Q-Q Plots, Power transformations, Outlier detection, Handling missing values, Testing the assumptions of multivariate analysis- BLUE - Assessing individual variables Vs variate - Normality – Heteroscedasticity, autocorrelation & Multicollinearity – Identification and solutions - absence of correlated errors -

Important issues in data screening - Complete examples of data screening – Outlier analysis - Residual analysis – Generalized linear models – - Data partition into Training, validation and testing

SAS Programming: Basics of Programming - Data input through programming - Data Steps and Proc steps Simple SAS Programming – Construction of charts and plots using SAS steps

Logistic Regression: Concept of odds ratio - Wald's confidence interval and construction – Concept of Concordant, discordant and tied pairs Basic concepts of logistic regression - Logistic regression with only one categorical variable - Logistic regression and contingency table analysis - Logistic regression for combination of categorical and continuous independent variables – Stepwise backward and

forward regression methods in multivariate logistic regression Comparison of logistic regression and discriminant analysis

Decision Trees: Introduction - Growing a decision tree - concept of logworth – algorithms chaid & cart importance of variable selection Test for choosing the best split – Pruning - Extracting rules from trees - Alternate representations for decision trees - Decision trees in practice.

Time Series Forecasting: Stationarity non stationarity Exponential Smoothing - ARIMA Models – (AR Process - Moving Average Process - ARMA Process - Box Jenkins Methodology)

Artificial Neural Networks: History - Real Estate Appraisal – Concept of a link function - Neural Networks for Directed data Mining - Neural Net - The Unit of a Neural Network - Feed-Forward Neural Networks - Back Propagation Heuristics for using Feed-Forward - Back Propagation Networks - Choosing the Training Set - Coverage of Values for All Features - Number of Features - Size of Training Set - Number of Outputs - Preparing the Data - Features with Continuous Values - Features with Ordered, Discrete (Integer) Values - Features with categorical values - Other Types of Features - Interpreting the results - Neural Networks for Time series - Example: Finding Clusters - Lessons Learned

Association Algorithms: Concept of support confidence lift and gain Defining Market Basket Analysis - Three Levels of Market Basket Data - Order Characteristic - Item Popularity - Tracking Marketing Inventories - Clustering Product Usage - Association Rules - Actionable Rules - Trivial Rules - Inexplicable Rules - Building Association Rules - Choosing the Right Set of Items - Product Hierarchies Help to

Generalize Items - Virtual Items Go Beyond the Product Hierarchies - Data Quality Anonymous Versus Identified - Generating Rules From All the Data - Calculating Confidence - Calculating Lift - The Negative Rule - The Problem of Big Data. Real life business applications of Business Intelligence - Student projects.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No of Sessions
Introduction to BI	2
Examining Data (Enterprise Guide)	3
Exercises on Examining Data	2
SAS Programming	3
Logistic Regression	2
Exercises on LR	2
Decision Trees (DT) (Enterprise Miner)	3
Exercise on DT	2
Time Series Forecasting (TSFS)	2
Exercise on Time Series Forecasting	1
Artificial Neural Networks	2
Exercise on ANN	2
Association Rules	2
Exercise on Association Rules	1
Real life business applications of BI	1
Total	30

System Analysis and Design

Course Code : SL IT 604

Sessions : 30

Credit : 3

Semester : III/IV

Objective

This course aims at giving necessary insights into Business Process Analysis, Process design, Process Improvements and implementation of Business Applications.

This course provides the students with basic understanding of Business Systems, and Process analysis and design.

REFERENCE BOOKS	AUTHOR / PUBLICATION
Analysis and Design of Information Systems, 2 nd e	Senn, James A. McGraw Hill - 1989
OO Systems Development	Bharami, Ali. Tata McGrawHill - 1998
System analysis and Design, 7 th e	Shelly, Gary B et al. Thomson - 2007
System analysis and Design methods, 6 th e	Whitten,J et al. Tata McGrawHill - 2004

Detailed Syllabus

Overview of Information System Development: Need & Scope of SAD

Computer system concepts, Business system concepts, Information systems, Users System development strategies - SDLC, structured analysis, Prototype-

Tools for systems development.

Managing Business Application Development:

Project Initiation- Project proposals – Sources, Review and selection.

Methods of project review and selection - Preliminary investigation

Requirement Analysis: What is requirement determination and analysis

Fact finding techniques - Interview, questionnaires, record review, observation Tools for documenting procedures and decisions

- Decision trees, Decision tables, Structured English.

SRS as a “to be” process

Structured Analysis: Concept and components

- Data flow analysis - Dataflow strategy – DFDs
 - DFD development and advantages – Data dictionary - –Data Elements, Documenting data flows, stores and entities - Contents of data dictionary - Recording of data descriptions,

Prototyping: Purpose - Rationale - Steps in prototype methods - Uses - Tools - Strategies.

Case Tools: Role & benefits - Categories - Components - Integration of tools – Using tools like MS Visio- Advantages disadvantages of case tools

System Design: Objectives of design – Design specification and features - Output Design: Objectives - Key output questions, Design of printed & display output & best practices

Input Design: Objectives - Design of source document & best practices.

Online System Design: Work Artifacts

File and Data Base Design: Overview of file and database design - Backup and Recovery – Resilience – High availability – mirroring - security

Quality Assurance, System testing and Implementation: Functional Testing, Testing strategies - Test data. Implementation – Conversion and Training, System audit.

OOAD

Overview of OO Systems: OO Systems, Development methodology - Object orientation. Objects - Classes - Attributes - Behavior - Messages - Encapsulation – Inheritance- Polymorphism - Relationships and Associations.

Object Oriented Systems Development Life Cycle: Software Development Process – OO Systems Development - Object Oriented Analysis - OO Design - Prototyping - Implementation - Reusability.

Methodology & Modeling: Introduction - Some OO Methodologies - Ram baugh – Booch Jacobson.

UML: Static dynamic models - Why modeling - Introduction to UML - UML Diagram - UML -

Class diagram - Use case diagram – UML dynamic modeling - Interaction diagrams - Sequence diagram - Collaboration diagram - UML state chart diagrams - UML activity

diagram - implementation diagram – Component diagram - Deployment diagram.

Cases

Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic	No. of Sessions
Overview of Information System Development	1
Managing Business Application Development	2
Requirement Analysis	3
Structured Analysis	3
Prototyping	1
Case Tools (use of Visio)	3
System Design	2
File and Database Design	2
Quality Assurance, System Testing, Implementation	1
Overview of OO Systems	2
Object Oriented Systems Development Life Cycle	2
Methodologies & Modeling	2
UML (including lab)	6
Total	30

Advanced Business Analytics

Course Code : SL BA 602
 Credit : 3

Sessions : 30
 Semester : III/IV

Objective

To equip students with an understanding of various tools and techniques used in business analytics at an advanced level. For students who would wish to specialize in analytics, the course provides a strong foundation for the application of techniques and analytical platforms.

Learning Outcomes:

At the end of the course the student should be able to

1. Explain the importance of statistical and econometric techniques in business analytics.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like MS Excel, R and others efficiently in order to take managerial decisions more effectively

TEXT BOOK	AUTHOR / PUBLICATION
Business Analytics: Data Analysis and Decision Making	Albright.S. Christian and Wayne. Winston, Cengage Publication
REFERENCE BOOKS	AUTHOR / PUBLICATION
R for Business Analytics	A. Ohri, Springer (2012)
Applied Multivariate Statistical Analysis	Wolfgang Karl Hardle and Leopold Simar, Springer (2007)
An R and S-PLUS® companion to multivariate analysis	Brian S. Everitt (2005)
Applied Econometrics with R	Christian Kleiber and Achim Zeileis, Springer (2008)
Time Series Analysis and Its Applications With R Examples	Robert H. Shumway, David S. Stoffer, Springer (Springer)
Applied Econometric Time Series	Walter Enders Wiley 2003
A handbook of statistical analyses using R	Brian S. Everitt and Torsten Hothorn, Chapman & Hall/CRC (2010)
Business Intelligence: Data Mining and Optimization for Decision Making	Carlo Verzellis, John Wiley and Sons, 2009
Business Intelligence	Rajiv Sabherwal, Irma Becerra-Fernandez, John Wiley and Sons, 2009

Detailed Syllabus

1. Introduction to Business Analytics and Recent Developments

Definition, relevance and scope of business analytics. Sources of big data, big data technologies, Hadoop distributed file system, Map reduce Advances in analytical techniques and practices

2. Exploratory Data Analysis

Importance of data exploration and introduction to some of the standard practices like SEMMA. Descriptive statistics, testing the assumptions of multivariate analysis, data preparation for modeling, testing and transformation

3. An Overview of Data Modeling Techniques

Regression Models, Data Reduction Methods, Classification Methods, Neural Networks, Time Series Methods and other Multivariate Techniques.

4. Models for Limited Dependent Variables

Introduction to choice modeling, Details of Logistic Regression, Logit and Probit models, Multinomial Logit and Tobit models, Models for censored data.

5. Artificial Neural Networks

Nature of ANN and its relative advantage over other data modeling techniques, Application domains of ANN. Preparing data for ANN. Algorithms used in ANN. Example of ANN using real time data

6. Time Series Modeling

Introduction to time series analysis, Classical time series analysis, Concept of stationarity and unit roots. Tests for unit roots, Box-Jenkins ARIMA modeling, smoothening techniques, Concept of Co-integration, Error correction models, Introduction to multivariate models,

Vector Auto Regression and Error Correction models.

7. Business Forecasting Methods

Introduction to business forecasting techniques. Evaluation criteria for the quality of forecasts. Examples of forecasting with real time data.

8. Stochastic models: Marketing & Retail analytics simulation model (using excel add-ins) Markov chain process, mean arrival time, (M/M/1 queuing models)

9. Report Writing

Cases

- Modeling credit risk using logistic model
- Risk modeling using stock returns
- Forecasting commodity prices

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Business Analytics and Recent Developments	2
Exploratory Data Analysis	4
An Overview of Data Modeling Techniques	2
Models for Limited Dependent Variables	5
Artificial Neural Networks	4
Time Series Modeling	4
Business Forecasting Methods	4
Stochastic Models	2
Report Writing	3
Total	30

Big Data Analytics

Course Code : SL BA 603

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To provide the students an understanding of concepts, tools and techniques of Big Data platform and how structured and unstructured data analytics can be performed using open source technologies like Hadoop, MapReduce, R, Pig, Hive and other Hadoop eco system technologies.

Learning Outcomes:

At the end of the course the student should have

1. Overall familiarity of Big Data analytics platforms and technologies.
2. In-Depth understanding of Hadoop distributed File System and MapReduce programming paradigm
3. Ability to use analytical tools/languages like R, Pig and Hive to perform structured and unstructured data analytics

TEXT BOOK	AUTHOR / PUBLICATION
Beginning R: The statistical Programming Language (wrox)	Dr. Mark Gardener
REFERENCE BOOKS	AUTHOR / PUBLICATION
Hadoop: The Definitive Guide	Tom White, O'Reilly Media/Yahoo Press, 2 nd Edition
R for Business Analytics	A Ohri, Springer

Detailed Syllabus:

Review of R programming: Data in R; Reading, manipulating and saving data in R; Graphics & Visualization techniques; Data extraction, cleaning, exploration, predictive modeling; R packages

Introduction to Big Data platform/technology: 3 Vs model – velocity, volume & variety; Unstructured and structured data

Introduction to Hadoop: Open-source software framework for storage and large scale processing of data-sets on clusters of commodity hardware; Hadoop Distributed File System (HDFS); Data loading

MapReduce Programming: Understand Hadoop MapReduce framework and how MapReduce works on data stored in HDFS. Hadoop Data Types, Hadoop MapReduce paradigm, Map and Reduce tasks, MapReduce execution framework.

Data Processing in Hadoop: Review Pig - a scripting language for control of MapReduce processes on Hadoop, and Hive - a data warehouse like system with fairly complete SQL like syntax. Introduction to HBase.

Integrating R with Hadoop: Developing MapReduce programs using R packages like RHIPE & RHadoop

Data Analytics with R and Hadoop: Introduces the Data analytics project life cycle by demonstrating with real-world data analytics problems with unstructured data

Text Analytics Project: Real world text data like Twitter/email can be used for example

Suggested Schedule of Sessions

Topic	No. of Sessions
Review of R programming Language	4
Introduction to Big Data platform/technology	1
Introduction to Hadoop	3
MapReduce Programming	4
Data Processing in Hadoop	4
Integrating R with Hadoop	4
Data Analytics with R and Hadoop	6
Text Analytics Project	4
Total	30

Financial Business Analytics

Course Code : SL BA 605

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To equip students with an understanding of the "importance and role of financial analytics" in modern business enterprises and how business firms can take advantage of financial analytics. Further, for students who wish to specialize in analytics, the course provides a strong foundation in the application of financial analytics with analytical platforms.

Learning Outcomes:

At the end of the course the student should be able to

1. Explain the importance of financial analytics and applications.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like MS Excel, R and others efficiently in order to take managerial decisions more effectively

TEXT BOOK	AUTHOR / PUBLICATION
Business Analysis and Valuation : Using Financial Statements 5e	Healy Paul. M, Cengage Learning
REFERENCE BOOKS	AUTHOR / PUBLICATION
Introductory Econometrics for Finance	Brooks, C. Cambridge University Press 2002
Financial Econometrics - Problems Models and Methods	Christian Gourieroux Joann Jasiak, New Age International Publishers 2007
REFERENCE BOOKS	AUTHOR / PUBLICATION
Applied Econometric Techniques	Cuthbertson, K., Hall, S.G. and Taylor, M.P. Philip Allan 1992
The Econometric Modeling of Financial Time Series	Mills, T.C. 1999, Cambridge University Press
The Econometrics of Financial Markets	John Y Campbell, Andrew W. Lo, A. Craig Mackinlay, New Age International Publishers 2007
Modern Portfolio Theory and Investment Analysis	Elton, E. J., M. J. Gruber, S. J. Brown, and W. N. Goetzmann 2003, John Wiley and Sons, 6th edn
Analysis of Financial Time Series	RUEY S. TSAY, John Wiley & Sons 2005
Credit Risk Modeling: Theory and Applications	David Lando, New Age International Publishers 2007
Applied Econometric Time Series	Walter Enders Wiley 2003

Detailed Syllabus

1. Introduction to Financial Analytics:

Definition, relevance and scope financial analytics, recent trends in financial analytics

2. Financial Time Series and Their Characteristics:

Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series.

3. The Capital Asset Pricing Model:

Basics of portfolio construction. Diversification and Portfolio Optimization, aggregate loss models (finance data, insurance)

4. Modeling Volatility and Risk:

Volatility the financial time series. Modeling volatility using ARCH / GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR), creating simple credit risk model from consumer loan data

5. High-Frequency Data Analysis and Market Microstructure:

Bid-Ask Spread, Empirical Characteristics of Transactions Data, Models for Price Changes, Duration Models

6. Modeling Credit Risk:

Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults

7. Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black - Sholes model. Modeling derivative prices, Analysis in Finance, DCF, Profitability analysis, Asset performance, Sharpe ratio, Calmar ratio and pricing options.

8. Report Writing

Cases

To be decided by faculty

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Financial Analytics	2
Financial Time Series and Their Characteristics	6
The Capital Asset Pricing Model	5
Modeling Volatility and Risk	4
High-Frequency Data Analysis and Market Microstructure	4
Modeling Credit Risk	4
Derivative Pricing	4
Report Writing	1
Total	30

Marketing Business Analytics

Course Code : SL BA 606

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To equip students with an understanding of the "importance and role of marketing analytics" in modern business enterprises and how business firms can take advantage of marketing analytics. Further, for students who wish to specialize in analytics, the course provides a strong foundation in the application of marketing analytics with analytical platforms.

Learning Outcomes:

At the end of the course the student should be able to

1. Explain the importance of marketing analytics and applications.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like MS Excel, R and others efficiently in order to take managerial decisions more effectively

TEXT BOOK	AUTHOR / PUBLICATION
Marketing Analytics : Data Driven Techniques with Excel	Wayne. Wintson, Wiley Publication
REFERENCE BOOKS	AUTHOR / PUBLICATION
Quantitative Models in Marketing Research	Franses Philip Hans and Paap Richard, Cambridge University Press (2004)
Marketing Models	Lilien Gary L, Kotler Philip and Moorthy K. Sridhar, PHI Learning Private Limited (2009)
Database Marketing: Analyzing and Managing Customers	Blattberg Robert C., Kim Byung-Do, Neslin Scott A, Springer (2008)
Handbook of Marketing Decision Models	WierengaBerend (Eds.), Springer (2008)
Advanced Econometric Marketing Models	Fok Dennis, ERIM (2003)
Marketing Modeling for New Products	Carlos Hern´andez Mireles, ERIM (2010)
Marketing Research: An Applied Orientation	Malhotra Naresh K and Dash Satyabhushan, Pearson (2011)

Detailed Syllabus:

1. Introduction to Marketing Analytics: Definition, relevance and scope of marketing analytics, recent trends in marketing analytics

2. Consumer Behaviour: Consumer Decision Making Models, Process Oriented Models of the Consumer Choice Process

3. Customer-Centric Marketing Models: Models of Customer Value, Decision Models for Customer Relationship Management (CRM), RFM Analysis, Customer Management

4. Organizational Buying Models: General Models of Organizational behavior, Group Choice and Bargaining

5. Price: Microeconomic view of pricing. Developing demand and cost information for pricing decisions

6. Product: Decision Models for Product Design, New Product Planning, Types of New Product Situations, The adoption process for new products, Aggregate Diffusion Models: Models of First Purchase, Repeat-Purchase Models for New Products, brand switching and loyalty modelling

7. Advertisement and Promotions: Message and Copy Decisions, Media Selection and Scheduling, Sales Promotion: Types and Effects Promotion Models, measuring effectiveness of retail promotions and warranty analytics, Aggregate advertising models

8. Strategy: Marketing Planning and Strategy Decisions, Managing the Marketing Mix, Designing Database Marketing Communications, Multiple Campaign Management, market share estimation in the short and long run.

9. Decision Support and Implementation:

Advances in Marketing Management Support Systems, Implementation, Use and Success of Marketing Models, Marketing Engineering:

Models that Connect with Practice, Industry-Specific Models. Return on Marketing Models, Models for the Financial-Performance Effects of Marketing

10. Report Writing and web analytics concepts and comparative search engines: Basics of web analytics and its tools, how Google analytics works, (Google adwords) key web metrics terms, anchor attach analysis, cross shop analysis, product affinity analysis, market basket analysis, Social media analytics : Twitter text mining using SAS/R

Cases

- An Application of Econometric Models to international Marketing
- Customer Tier Programs: actual programs used by companies such as Bank One, Royal Bank of Canada, and Viking Office Products
- Multichannel Customer Management: Industry example

Suggested Schedule of Sessions

Topic	No. of Sessions
Introduction to Marketing Analytics	2
Consumer Behaviour	3
Customer-Centric Marketing Models	3
Organizational Buying Models	2
Price	3
Product	4
Advertisement and Promotions	4
Strategy	3
Decision Support and Implementation	4
Report Writing and web analytics concepts	2
Total	30

Entrepreneurial Development

Course Code : SL EN 601

Sessions : 30

Credit : 3

Semester : III/IV

Objective

To make the student know about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. They would understand the risks and rewards of a new venture and the steps required to start a new venture. After completing the course the student would know what entrepreneurship is all about, whether it fits in his career scheme and mental makeup or not and would be equipped with the basic knowledge and confidence to start a new venture.

REFERENCE BOOKS	AUTHOR & PUBLICATION
Entrepreneurial Development	Khanka, S.S., S. Chand
Dynamics of Entrepreneurship Development	V Desai, Himalaya
Entrepreneurship	Hisrich - Tata McGraw Hill
Entrepreneurship : Theory / Process / Practice	Donald F. Kuratko & Richard M Hodgeth - Thomson/South Western
Dynamics of Entrepreneurial Development and Management	Vasant Desai - Himalaya Publishing House
Small Business Management An Entrepreneurial Emphasis	Longenecker, Moore Pettr - Thomson /South Western
Harvard Business Review of Entrepreneurship	HBR

Detailed Curriculum

Understanding Entrepreneurship:

Introduction, Definitions, History of Entrepreneurship, Types of Entrepreneurship, Advantages and Disadvantages in Entrepreneurship, Mistakes and Steps to avoid them, Entrepreneurship in India - Myths and Realities, Entrepreneurial Culture, Schools of Entrepreneurial Thoughts, Scope of Entrepreneurship in the Future Caselet: Is Entrepreneurship Education Useful

Entrepreneurship Life Cycle: Stages of Entrepreneurship (Life Cycle), Why New

Ventures Fail, Success Factors or New Venture Development - Caselet Discussion

Entrepreneurship as a Career: Risk Perception and Mitigation, Entrepreneurial Motivation, Characteristics of Successful, Entrepreneur - Caselet Discussion

Leadership: Introduction to Leadership, Leadership Styles, - Caselet Discussion

Entrepreneurial Leadership: Entrepreneurial Leadership, Social Entrepreneurship- Caselet Discussion

Entrepreneurship and Creativity: Ideation, Role of creativity, Barriers to creativity, Creativity habit, Idea cycle (four phases), How to find the perfect idea

Entrepreneurship and Innovation: Innovation in Marketing, Operations, Organisation with Examples, Insight, Humour, Improvisation, Differentiation, Four P's of innovation

Enhancing Creativity: Techniques to enhance creativity (Workshop # 1), Brainstorming, Mind mapping - Techniques to enhance creativity (Workshop # 2), rapid prototyping, six thinking hats

Opportunities for Business Ideas: Search for Business Ideas, Opportunities, How to Sharpen the Ideas, Common Attributes / Selection of Successful Ideas

Developing Product and Services: Ways to Meet the Opportunity, Research and Development for New Product, Technology Transfer and Management, New Product Development Process

Assessing Business Attractiveness: Areas for Assessing the Business Attractiveness of a New Venture, Technical Requirements, Market Analysis, Financial Analysis, Organisation Analysis, Competition Analysis

Business Plan Development: Introduction, Definition/Meaning, Functions, Benefits, importance of business plan – own use/investor, Myths and Realities of Business Plan, The Requisites of a Good Business Plan, What Potential investors Look for in the Business Plan, Why Business Plans Fail

Finalising the Business plan: Complete Outline of a Business Plan (with useful Hints), Pre-requisites for successful Project Implementation, Banking Guidelines: Loans & Advances, Letters of Credit & Guarantee, Recruiting and motivating the team

Implementation steps: Pre Implementation Steps, Steps During the Implementation Phase, Post Implementation Steps- Caselet Discussion

Basic Legal Requirements: Legal Issues: Forms of Business Ownership, Patents, Trade Secrets, Copyrights, Trade Marks and I PR-Caselet Discussion

Legal Acts: Companies Act of 1956, Income Tax Act, Indian Partnership Act, 1932, Central Excise Act, Sales Tax Act, Service Tax - The Employee's State Insurance Act 1948, Contract Act, 1872, Sale of Goods Act, 1930, Negotiable Instrument Act, 1881, The Employees Provident Fund Act 1932, The Payment of Gratuity Act 1972, Minimum Wages Act, 1948, Payment of Wages Act, 1939, The Payment of Bonus Act, 1965, Shops and Establishment Act, The Industrial Disputes Act, 1947

Challenges in New Venture Management: Getting finance for New Venture, Different Sources of Financing- introduction, Sources of Equity Financing, Different Sources, Advantages and Disadvantages, Debt Financing

Managing Finance: Managing Cash, Working Capital and its components, Factors influencing Working Capital, Steps in determining cash requirement: How much cash should be arranged to meet the WC needs of a firm, How to plug gap in WC requirement, Long term, Short term, Managing cash flow, Creating a cash budget, Improving your cash flow

Control systems: Controls and Procedures, Essence of Control, Material Control, Budgetary Control, Marketing Control, Management Control System- Examples/Caselet

Putting it all Together: Making a final Business Plan: Presentations in groups (each group presents on any one topic from the list given below), Study of problems of finance and marketing, Study of environmental problem, Study of tax benefits available from time to time, Preparation of project report in relation to opportunities available, Survey of Export-oriented small scale units

Business Plan Presentation in Groups

Suggested Schedule of Sessions

Topic	No. of Sessions
Understanding Entrepreneurship	1
Entrepreneurship Life Cycle and Entrepreneurship as a Career.	2
Leadership	1
Entrepreneurial Leadership	2
Entrepreneurship and Creativity	1
Entrepreneurship and Innovation	2
Enhancing Creativity and Managing and Improving Finances	2
Opportunities for Business Ideas	2
Developing Product and Services	1
Assessing Business Attractiveness	1
Business Plan Development	2

Topic	No. of Sessions
Finalising the Business plan	1
Implementation steps	2
Basic Legal Requirements	1
Legal Acts	2
Challenges in New Venture Management	1
Managing Finance	1
Control systems	2
Putting it all Together: Making a final Business Plan	1
Business Plan Presentation in Groups	2
Total	30

IBS

BUSINESS SCHOOL

Name : _____

Enrollment No. : _____ Class of: _____

IBS Campus : _____

E-mail : _____

To:
The Academic Coordinator
IBS _____

Elective Courses

Dear Sir

I wish to pursue the following elective courses in Semester _____.

S.No.	Course Code	Course Title
A. Electives		
1		
2		
3		
4		

Date: _____ Signature of the Academic Coordinator

_____ Signature of the Student

Campus Head's Recommendation

The choices of elective courses are within the permissible framework of course offerings.

Date: _____ Signature of the Campus Head

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