


COURSE OUTLINES
MBA SEM V
2021OODSEM 2021-22



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18M11BST11:Business Strategy Semester III-MBA 2020-22 September– December, 2021 Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	3
Learning Facilitator:	Dr. Shriram Purankar
Target learners:	MBA (2020-22 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
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1. Course Introduction

In the prevailing fast changing business environment where business organizations have to relentlessly cope with forces of globalization, disruptive technologies, hyper competition, innovative competitors and reducing product life cycles; imperatives of appropriate business strategy and strategic management cannot be overstated. Availability of information and global connectivity has empowered customers, stakeholders as well as business partners. For survival and growth in such an environment, corporate managements have to enhance their competitiveness by leveraging their strategic business advantages.

2. Course Objective

The overall objectives of this course will be to make the students aware of the critical importance of analytical and strategic thinking. Develop strategic mindsets and understand the nuances of strategic business planning in business operations. Students will be introduced to various thoughts, concepts and tools used in formulating and implementing business strategies. The course will also aim to provide an in-depth understanding of the strategy concepts as used in different industries and by different corporations.

3. Course Outcome

After this course, students will:

CO Code	CO	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C123.1	Understand concepts, frameworks, methods, tools and techniques used to formulate and implement business strategies.	2	3	3	2	2	2	2	1	1	3
C123.2	Apply concepts, frameworks, methods, tools and techniques used to formulate business strategies.	3	3	3	3	3	2	2	1	3	3
C123.3	Examine strategies taken up by businesses and analyze its effect on business operations	4	3	3	3	3	2	2	1	3	1
C123.4	Develop business strategies for organizations.	6	3	3	3	3	2	2	3	3	3
C123	Average		3	3	3	3	2	2	2	3	3

4. Pedagogy

- The course will be a blend of lectures, presentations, case discussion, class assignments and group research projects.
- Students will be required to do extensive reading of business newspapers and business journals and also use Internet information sources.
- Students will also be required to go through some topical prescribed readings and case studies.
- Each student will be required to work independently as well as in a group to conduct research assignment, class presentations and case studies.
- Students will undertake research projects after project parameters have been discussed and mutually agreed up on.

5. Text Book:

Concepts in strategic management and business policy, 15th edition by Thomas L. Wheelen and David J Hunger, Pearson IE. ISBN: 978-81-317-7054-2

6. Additional Readings and References:

Exploring corporate strategy, 7th edition by Johnson, Scholes and Whittington, Pearson IE.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative Week of completion
1	Class Participation and Case Study Analysis	10%	All weeks
2	Quiz	5%	After T1
3	Project	10%	After T2
3	T1-Test	20%	As per Academic Calendar
4	T2-Test	20%	As per Academic Calendar
5	End Term Test	35%	As per Academic Calendar

7.1 Research-Project (15%)

The project involves studying the strategic management process in a company of your choice selected after discussion and agreement with the faculty. It is a group project consisting of 5 members. The group is to study the strategic management process in the chosen company, as agreed after consultation with the faculty. The group is to include the following topics in the study

- The vision, mission and objectives of the organization
- Environmental analysis of the organization
- Organizational analysis
- Development of SWOT
- TOWS and generate strategic alternatives
-

7.2 Assignment (10%)

An individual activity, each student is to analyze cases and submit a written report.

Assignment on Case Study Analysis:

1. Read the case Study twice
2. Analyse the case study using tools such as SWOT analysis, Porter's 5-Force Analysis, Value Chain Analysis, VRIO Framework Analysis or Portfolio Analysis tools
3. Identify the problems that are emerging in the case
4. Propose Solutions to the problems that have emerged in the case.
5. Relate the problem/solutions of the Industry discussed in the case to the Indian Industry.
6. Identify learning for an Indian Company in the industry talked about in the case.

7.3 T1 and T2 Exam (20% + 20%)

Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 End Term Exam (35%)

End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Session	Lecture Topics	Cases/ Activities/ Exercises
1-3	Introduction to Strategic Management <ul style="list-style-type: none">- Basic Concepts of SM- Globalization, Innovation and Sustainability- Importance of a Learning Organization- Strategic Decision Making and Audit	Caselet 1: Amazon India – Getting Strategy Aligned with the Market
4-6	Corporate Governance <ul style="list-style-type: none">- Role of BOD- Role of Top Management- Study of Facebook BOD	Caselet 2: Satyam Scam – Lessons in Corporate Governance, Why Google became Alphabet
7-8	Environmental Scanning and Industry Analysis <ul style="list-style-type: none">- Environmental Scanning- Industry Analysis- Competitive Intelligence- Forecasting	Caselet3: Kingfisher – What Happened to a great company?
9-10	Internal Scanning: Organizational Analysis <ul style="list-style-type: none">- Resource based approach to Organizational Analysis	Caselet4: Understanding Capabilities – Amara Raja Group of Companies

	<ul style="list-style-type: none"> - Value Chain Analysis - Scanning Functional Resources and Capabilities 	HBR Article – What is a Business Model
11-12	<p>Strategy Formulation</p> <ul style="list-style-type: none"> - Situation Analysis – SWOT approach - Business Strategies - Competitive and Cooperative Strategies 	Caselet 5: Tata Nano – Business Strategy Challenges Class Discussion Case on Queen’s Magic Land
13-16	<p>Corporate Strategy</p> <ul style="list-style-type: none"> - Directional Strategy - Portfolio Analysis - Corporate Parenting 	Caslet 6: Pfizer – How does a company grow when its primary business is Maturing Caslet 7: How does a Company Grow in a Maturing Industry? – Case of Indian BPO Industry
17-18	<p>Functional Strategy</p> <ul style="list-style-type: none"> - Strategic Choice - Strategies to avoid 	Caselet 8: Kellog India Plans at Aligning Elements of its Strategy to win Indian Markets Caselet 9: Research in Motion – Nirma India Strategy Handout – Aligning the Organization for its Digital Future
18-19	<p>Strategy Implementation: Global Strategy & Organizing for Action</p> <ul style="list-style-type: none"> - Programs, Budgets, Procedures - How Strategy is implemented - 	Caselet 10: Global Delivery Model at Infosys : Global Strategic Difficulties
20	<p>Discussion on Case Studies Assigned Chapter for Self Study Chapter 11 Evaluation and Control</p>	<ul style="list-style-type: none"> - Air Asia : The World’s Lowest-cost Airline - Eastman Kodak’s Quest for a digital future - New York Times Seeking Salvation within a declining industry - Danone: Strategy Implementation in International Food and Beverage Company - Jeff Immelt and Re-inventing of General Electric

Course Coordinator: Dr. Shriram A Purankar



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20M11BES18: Employability Skills

Semester III

Sept, 2021 – January, 2022

Course Outline

Course Credit:	3
Course Coordinator	Dr. Archana Shrivastava
Target learners:	MBA (2020-22 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 3rd Floor
Email ID:	archana.shrivastava@mail.jiit.ac.in,

1.Course Objectives:

This course make student eligible to apply for a job. To be successful in the role they will need to exhibit a mix of skills: 'employability skills'. Employability skills course imparts those skills that are necessary for getting, keeping and being successful in a job. They are the skills and attitudes that enable students to get along with their colleagues, to make critical decisions, solve problems, develop respect and ultimately become strong ambassadors for the organization.

2.Course Outcomes:

After this module, students will be able to:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C125.1	Understand the recruitment process and the deliverables involved for campus placement and corporate career.	2	3	2	2	3	2	1	1	1	3
C125.2	Utilize the knowledge gained during the MBA coursework to make attractive CVs for oneself	3	3	2	3	3	3	2	1	1	3

C125.3	Evaluate issues and business news in order to be able to participate in group discussions successfully	5	3	3	3	3	3	2	1	1	3
C125.4	Formulate strategies and tactics to face Personal interviews and group discussions	6	3	3	3	3	3	2	3	1	3
C125	Average		3	3	3	3	3	2	2	1	3

3.Evaluation Details:

There will be continuous evaluation spread across the Semester. The marks spread are as under:

Topic	Marks	Criteria
Professionalism	Break up in to assignment components 1. Video Resume (15) – Create an Impactful Video Resume.	Students will be evaluated throughout the trimester on the basis of professionalism depicted by them
Problem Identification and Solution	2. Case Study Analysis(15) – Answer the Questions on the basis of a Case Study given in a stipulated given time.	Class test will be conducted using case study
Group Discussion	30	Students will be evaluated on the basis of certain qualities/behavior depicted by them during the GD (standard Evaluation format will be used)
Personal Interview	40	Students will be evaluated on the basis of certain qualities/behavior depicted by them during the PI (standard Evaluation format will be used)

4.Course Content

Sessio n No	Topics	Sub Topic	Class Activities
1-3	Self-Introduction C.V Writing Video C.V	<ul style="list-style-type: none"> ➤ Formal Introduction and its procedure ➤ Do's and don't of introduction ➤ Practice session 	Write & speak. Each student to speak his/her introduction; detailed individual feedback to be provided. Recording the audios & note the flaws for appropriate corrections.
4-5	Reading & Listening skills	<ul style="list-style-type: none"> ➤ Importance & Benefits of confident reading and Listening ➤ Discussions on Current affairs And topics of Social Relevance 	Current National & International Articles Newspaper Reading

6-7	Speaking: Enhancing skills through Speech/ Extempore Practice	<ul style="list-style-type: none"> ➤ Practice session 	Student chooses a topic that will serve as a focus of the conversation. The topic should be one that Speaker is interested in and has definite views about and should be one that is likely to generate debate or disagreement.
8-9	Campus To Corporate Body Language Etiquettes	<ul style="list-style-type: none"> ➤ A discussion on Corporate Etiquettes ➤ Importance of Body language in Communication and most importantly public speaking ➤ The exercise on etiquettes will be practiced with students and discussed in detail 	Discussing importance of body language, paralinguistic elements in a professional scenario. (tone, pitch, rhythm, pause, etc.)
10	Group Discussion	<ul style="list-style-type: none"> ➤ Types of GD ➤ GD tips ➤ Cardinal sins of GD-Never do these ➤ Common mistakes made by participants ➤ Essential personality traits required to excel in GD 	Practice Session on GDs with different topics
11-13	Mock GDs	Preparing students by the practice of GDs with instant feedback to eliminate the fear of speaking in a group, to improve self-confidence, content, articulation, overall communication skills and GD cracking skills. Initiation/conclusion skills and demonstration of leadership qualities	One group will be participating in the GD and the remaining students will be observing. The observing students will also give feedback to the participating students
14	Theory and concepts of Interview handling	<ul style="list-style-type: none"> ➤ Personal Interview Techniques <ul style="list-style-type: none"> ➤ Do's & Don'ts ➤ Interview tips ➤ How to excel in an interview ➤ Frequently asked questions & how to answer 	Interview Practice
15-20	Mock Interviews	Mock PI of every student. Practice of attending personal interviews with instant performance feedback to eliminate the fear of facing interview, to	Preparation of Question bank Function wise.

		improve self confidence, understanding interviewer, answering right/wrong, articulation and interview cracking skills	
21-22	Writing and Effective LinkedIn profile	Using LinkedIn as a tool for Networking	Building a great Student profile https://university.linkedin.com/content/dam/university/global/en_US/site/pdf/TipSheet_BuildingaGreatProfile.pdf LinkedIn Profile Building http://www.jobarnesonline.com/docs/linkedinprofile.pdf Creating and Leveraging LinkedIn profile https://www.clarkson.edu/sites/default/files/2017-08/Writing-Your-LinkedIn-Profile.pdf
23-24	Guestimations	Market Sizing Problems and Approach discussed Guestimation Problems Discussion	
25-30	Evaluations	Group Discussion Evaluations And Personal Interview Evaluations	

Course Coordinator: Dr. Archana Shrivastava



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20M12BAF11: Security Analysis and Portfolio Management SEMESTER III 2021-22 Course Outline

Course Credit:	4
Learning Facilitator:	Dr. Sujata Kapoor
Target learners:	MBA, Semester III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, IV Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 476
Email ID:	sujata.kapoor@jiit.ac.in

1. Course Introduction

It is said a successful investor is one who sees the future before anybody else sees. This course would help in developing a structured thinking about how surplus capital can be invested in asset markets to generate adequate return. The course begins with a discussion on fundamentals of investment to set up basic building block of modern investment thought. The course then proceeds to discuss how the characteristics of portfolio are significantly different from which they are formed. The discussion then shifts to equilibrium in capital market and the concept of market efficiency. Towards the completion, the course focuses on evaluating performance of a portfolio.

2. Course Objectives:

The objective of this course is to:

- Introduce the student to both the theory and applications of investment finance.
- Understand the characteristics and analysis of individual securities, as well as with the theory and practice of optimally combining securities into a portfolio

3. Course Outcomes:

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

CO Code	CO description	BTL Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.1.1	Explain various concepts related to the financial markets.	2	3		1	1					3
C152.1.2	Apply concepts of “portfolio theory” for the determination of risk return tradeoff and selection of best portfolio from the feasible investment portfolios.	3	3	3	3	1	3			3	3

C152.1.3	Evaluate securities under consideration and assess the portfolio performance using standard finance models.	5	3	3	3	2	3				
C152.1.4	Construct a well diversified portfolio.	6	3	3	3		3			3	3
Average			3	3	2.5	1.33	3			3	3

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and Research Project.

5. Text Book:

Bodie Zvi, Kane Alex, Marcus J. Alan, Mohanty Pitabas, Investments, Tata McGraw Hill, Eleventh edition ,2019.

6. Additional Readings and References:

- Fischer Donald E., Jordan Ronald J., Security Analysis and Portfolio Management; Prentice - Hall of India Private Limited; New Delhi.
- Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey; Fundamental of Investments, Prentice - Hall of India Private Limited; New Delhi..
- Reilly F., Brown K., Investment Analysis and Portfolio Management, Cengage learning publications.

7. Evaluation Details:

Sl.No.	Component	Weightage (%)	Tentative week of completion
1	Assignments	10%	Across the semester
2	Research Project	15%	8
3	T1	20%	4
4	T2	20%	7
5	T3 Test	35%	11

7.1 Assignment (10%)

There will be a class assignment and quiz of 5 marks each.

7.2 Research Project (15%) [Technical analysis of stocks of different sectors, Beta calculation and assessment for stock selection decisions]

Project 1: Project will be done individually by the students. It involves beta calculation using MS Excel. Each student is required to calculate beta of any five companies listed on S&P CNX 500 using single index model. It is essential that five selected stocks should belong to different sectors. Further details will be announced by the concerned faculty in the class. Data should be strictly procured from Ace equity database.

Project 2: Each student has to identify five stocks from different sectors, latest by the third week of the course. The concerned faculty will facilitate selection of stocks. Each student is required prepare a Technical analysis report. The report should include at least 5 technical indicators based on concepts learned in the course. Data should be strictly procured from Ace equity database.

7.3 Mid Term Test (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 End Term Test (40%)

End Term Test will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation

will result in disciplinary action.

8. Session Plan:

No. of hours	Theme of the day	Lecture Topics	Text Book Chapter	Cases/Activities/ Exercises
7	Introduction to the investments	<ul style="list-style-type: none"> ◆ An overview about investment, its process and management – objectives of & Challenges before Investment Management ◆ Asset classes and Financial Instruments ◆ The Capital Markets Market Indices (Price weighted index, Value- weighted index) ◆ How securities are traded ◆ Mutual Fund and other Investment Companies ◆ ETFs 	Chapter 1,2,3,4	<p>Questions (caselets) from Indian Perspective: Problems from 1 to 3, Chapter 4, pp.118</p> <p>https://www.youtube.com/watch?v=N9YLta5Tr2A</p>
8	Capital allocation to Risky assets	<ul style="list-style-type: none"> ◆ Risk and Risk aversion ◆ Capital allocation across risky and risk – free asset ◆ Portfolios of one risky asset and a risk free asset ◆ Capital market line 	Chapter 6	Practice Questions (caselets) 10, 11,12 of chapter 6 of text book.
8	Optimal Risky Portfolios	<ul style="list-style-type: none"> ◆ Diversification and portfolio risk ◆ Asset allocation with two risky Assets ◆ The Markowitz Portfolio Optimization Model. ◆ How to derive an Efficient Frontier using Mean-Variance Dominance Principle? ◆ How to select an optimum portfolio? ◆ Limitations of Markowitz Model 	Chapter 7	<p>Questions 12 and 16 of chapter 7 of the text book.</p> <p>Case study: Hennessy and Associates (Chapter 7, Optimal risky Portfolios, pp. 226-227)</p>
5	Index Model and Capital Asset Pricing Model (CAPM)	<ul style="list-style-type: none"> ◆ What is a Single Index Model and how does it help in estimation of Systematic Risk and Unsystematic Risk? ◆ Estimating the Single- Index Model ◆ Typical results from Index Model Regressions ◆ Derivation of CAPM. ◆ Implications of CAPM for Investment Management. 	Chapters: 6,7,8, 9, 10	<p>Questions 5, 6, 7, problems 9 through 14 of chapter 8 of the text book.</p> <p>Project 1 to be done. Questions from Indian perspective(Q. no.1, Chapter 8, pp.277)</p>
3	Efficient Capital Markets and Behavioral Finance	<ul style="list-style-type: none"> ◆ What is Efficient Market Hypothesis? ◆ Alternative Versions of Efficient Market Hypothesis. ◆ What are its implications for an investment manager? 	Chapter 11	<p>Discussion: You tube video</p> <p>(https://www.youtube.com/watch?v=kJzfKuiBK50)</p>

5	Approaches to security evaluation	Technical Analysis <ul style="list-style-type: none"> ◆ A detailed analysis of charts, patterns, averages ◆ Momentum indicators ◆ Stock Price and Volume Techniques 	Chapters 12	Guest Lecture Project 2
6	Performance Evaluation of Portfolios	<ul style="list-style-type: none"> ◆ How to construct optimal portfolio using different criterion? ◆ The conventional theory of Performance Evaluation ◆ Evaluation of performance of a portfolio and a portfolio manager using <ul style="list-style-type: none"> - Treynor, - Sharpe, - Jenson and - Fama Indices 	Chapter 24	Questions 7, 8, CFA Problems 4 and 5 of chapter 24 of text book. Case study: Alpine Trust company(Chapter 24, Portfolio Performance Evaluation,pp.859-60)

Course Coordinator: Dr. Sujata Kapoor



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20M12BAF12: Financial Statement Analysis and Business Valuation

Semester III

September – December 2021

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	4
Learning Facilitator:	Dr. Rahul Sharma
Target learners:	MBA (2020-22 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, Fourth Floor
Meeting Time:	Wednesday and Friday between 3-5pm
Phone:	0120 - 2400974 Ext 474
Email ID:	rahul.sharma@jiit.ac.in

1. Course Introduction

The usual goal of financial statement analysis is to analyze inter firm and intra firm comparisons to ascertain whether the desired results have been met. It also involves the valuation of the firm for different purposes such as investment and acquisition. Therefore, the course would focus on the learning of important concepts, tools, and skills of financial statement analysis with this end purpose in view.

2. Course Objective

To provide an understanding of the various techniques for analyzing and forecasting financial information, to understand how the financial statement information can help solve business problems.

3. Course Outcome:

After this course, students will be able to:

CO Code	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
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C152.4.1	Understand different components of Annual Reports. (BTL-2)	3	2	3	3	1			3	3
C152.4.2	Apply appropriate measures for executing the financial analysis. (BTL-3)	3	3	3	2	3	3		3	3
C152.4.3	Evaluate the results for setting strategies. (BTL-5)	3	3	3	2	3	2			2
C152.4.4	Propose strategic financial decisions. (BTL-6)	3	3	3	3	3	2	3	3	1
C152.4	Average	3	2.75	3	2.5	2.5	2.33	3	3	2.25

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures, Class Discussion and Research Project.

5. Text Book:

- Stephen H. Penman Financial Statement Analysis and Security Valuation Fourth Edition (Indian Edition), Published by Tata McGraw Hill, New Delhi, ISBN 978-93-392-0469-3

6. Additional Readings and References:

- Palepu, Healy, and Bernard, Business Analysis & Valuation Using Financial Statements, Published by South-Western, Cengage Learning, New Delhi
- Gerald I. Wjite, Ashwinpaul C. Sondhi & Dov Fried, The Analysis and Use of Financial Statements, Published by Wiley
- George Foster, Financial Statement Analysis, Published by Pearson education, New Delhi.

7. Related Swayam Course: Financial Accounting and Analysis by Dr. Padmini Srinivasan, IIM Banglore

Start Date	: 30.07.2021
Enrollment Ends	: 15.09.2021
Exam Date	: 14.11.2021
URL	: https://swayam.gov.in/nd2_imb20_mg32/preview

8. Evaluation Details:

Sl. No.	Component	Weightage (%)	Deadlines (Tentative Dates)
1	Quiz/ Class Participation/ Written Case Analysis	10%	Continuous Evaluation
2	Project Report	15%	on or before December 5, 2021
3	T-1 Test	20%	As per Academic Calendar
4	T-2 Test	20%	As per Academic Calendar
5	End Term Exam	35%	As per Academic Calendar

8.1 Quiz/ Class Participation/ Written Case Analysis: (10%)

The quiz will be given during the semester and will be closed book and it covers pre reads, self learning topics, market happenings. This quiz will not be onerous if you have prepared well for class. In addition to the quizzes, class participation/ Case analysis is intended to improve students' performance of identifying, analyzing and solving business problems. Given emphasis on cases, students will be given various situations to analyze comprehensively and submit the same to the

learning facilitator by the deadline announced by the learning facilitator. The detail regarding the situation will be announced in the class.

8.2 Project Report - II (15%)

To make the subject application based and to give students the feel of real life situations any one company will be assigned by the learning facilitator to students to work. Students are required to work on that company as per the directions (from time to time depending upon the topics) by the learning facilitator.

A detailed report will be submitted to the learning facilitator **on or before December 5, 2021**. The detail regarding the project will be announced in the class in different phases as and when required. To make submissions, you need to make use of the latest publicly available financial data and information about the company.

The information needed would perhaps include its latest financial statements of the company and capital market trading data. Some of the best sources to get the detailed information on your company are as follows:

Company's own website, Bloomberg database, BSE & NSE websites, ACEEQUITY Database, SEBI Website, and Site.Securities.com, Business-standard.com, thehindubusinessline.com, equitymaster.com, indiabulls.com, Indiainfoline.com, moneycontrol.com, and sharekhan.com may also help to get the desired information

8.3 T-1 Exam (20%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8.4 T-2 Exam (20%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8.5 End Term Exam (35%)

End Term Exam will be at the end of the semester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

9. Session Plan:

Session	Session Theme	Topic Coverage	Text Book Chapter	Cases/Activities/ Exercises
1-4	Introduction to the Financial Statements	Important Terminology, Components of Annual Report, Form of the Financial Statements, Measurement in the Financial Statements	2 of Text Book & 1 of (Ref Book: Gerald)	Discussion on : https://www.youtube.com/watch?v=JIDxOb4rh6U (In Flip class mode)
5-7	Strategy Analysis	Industry Analysis, Competitive Strategy Analysis and Corporate	2 of (Ref Book: Palepu)	Case: Best Financial

		Strategy Analysis.		Services Inc
8-10	Overview of Accounting Analysis	The Institutional Framework for Financial Reporting, Factors Influencing Accounting Quality, Steps in Doing Accounting Analysis, Accounting Analysis Pitfalls, Value of Accounting Data and Accounting Analysis	3 of (Reference Book: Palepu)	Guest Lecture: Prof. (Dr.) Barnali C., IMT Ghaziabad
11-13	The Analysis of the Statement of Shareholders' Equity	Reformulating the Statement of Owners' Equity Reformulation Procedures, Dirty Surplus Accounting Comprehensive Income Reporting, Ratio Analysis Hidden Dirty Surplus	8	Text Book Problems
14-19	The Analysis of the Balance Sheet and Income Statement	Reformulation of the Balance Sheet, Reformulation of the Income Statement, Comparative Analysis of the Balance Sheet and Income Statement, Ratio Analysis.	9	Case: Facebook's Acquisition of WhatsApp
20-21	The Analysis of the Cash Flow Statement	Calculation of Free Cash Flow, GAAP Statement of Cash Flows and Reformulated Cash Flow Statements, Cash Flow From Operations.	10	Case: Best Financial Services Inc
22-25	The Analysis of Profitability	The Analysis of Profitability Distinguishing Financing and Operating Activities and the Effect of Leverage Drivers of Operating Profitability	11	Text Book Problems
26-27	The Analysis of Growth and Sustainable Earnings	What is Growth? Growth Analysis The Analysis of Changes in Profitability and Sustainable Earnings The Analysis of Growth in Shareholders' Equity Growth, Sustainable Earnings, and the Evaluation of P/B Ratios and P/E Ratios	12	Case: Best Financial Services Inc
28-30	Simple Forecasting and Simple Valuation	The Simple Forecasting and Simple Valuations from Financial Statements Adding Speculation to Financial Statements Applicability of Simple Valuations	14	Article: <i>Patricia O'Brien,</i> <i>"Analysts Forecasts</i> as

		Simple Valuation with Short-Term and Long-Term Growth Rates Simple Valuation as an Analysis Tool		<i>Earnings Expectations”, Journal of Accounting and Economics, pp.53-83, 1988.</i>
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Course Coordinator: Dr. Rahul Sharma

Date: August 31, 2021



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20M12BAF16: Options, Futures & Risk Management Semester III September 2021 – December 2021

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	3
Learning Facilitator:	Dr. Rahul Sharma
Target learners:	MBA (2020-22 Batch), Semester-III
Faculty Office:	Arya Bhatt Bhawan II, Fourth Floor
Meeting Time:	Wednesday and Friday between 3-5pm
Phone:	0120 - 2400974 Ext 474
Email ID:	rahul.sharma@jiit.ac.in

1. Course Introduction

Derivatives are important not only to manage risks that corporations have already taken, but they also enable firms to change what they do, to think of new profitable strategies. Many different types of forward contracts, swaps, options, and other derivatives are regularly traded by financial institutions, fund managers, and corporate treasurers in the over the counter market. This course is designed to acquaint students with derivative securities, markets, pricing of derivative instruments, risk measurement and management.

2. Course Objective

- To provide an understanding of the fundamental tools those are commonly used for pricing and hedging futures and options.
- To study some applications those use the basic tools to manage financial risks.

3. Course Outcome

On successful completion of this course, students will be able to:

CO Code	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.8.1	Understand different types of financial derivatives and their uses. (BTL - 2)	3	2	1	1			1		3
C152.8.2	Discover pricing of various financial derivatives. (BTL - 3)	3	3	3		2		2		3
C152.8.3	Evaluate different derivative strategies under different market conditions. (BTL - 5)	3	3	3	1	2		2		1
C152.8.4	Create hedging/ arbitraging Strategies using financial derivatives. (BTL - 6)	3	3	3	2	3		3	2	1
C152.8	Average	3	3	3	1	2		2	2	2

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures, Class Discussion and Research Project.

5. Text Book:

- John C Hull & Sankarshan Basu, Options, Futures & Other Derivatives, Tenth Edition, Pearson Publishing, New Delhi, ISBN 978-0-13-447208-9.

6. Additional Readings and References:

- Rangrajan K. Sundram & Sanjiv R. Das, Derivatives Principles and Practice, McGraw Hill Education (India) Private Limited, New Delhi.
- Risk Management and Derivatives by Rene M. Stulz published by Cengage Learning

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Deadlines (Tentative Dates)
1	Written Movie/ Case Analysis/ Class Participation	15%	Continuous Evaluation
2	Quiz	10%	During 8th Teaching Week of the semester
3	T-1 Test	20%	As per Academic Calendar
4	T-2 Test	20%	As per Academic Calendar
5	End Term Exam	35%	As per Academic Calendar

7.1 Written Movie/ Case Analysis/ Class Participation: (15%)

Case analysis is intended to improve students' performance of identifying, analyzing and solving business problems. Given emphasis on cases, students will be given various situations (of 15 marks) to analyze comprehensively and submit the same to the learning facilitator by the deadline announced by the learning facilitator. The detail regarding the situation will be announced in the class.

7.2 Quiz (10%)

A quiz of not more than 15 minutes will be given during the term. The quiz will be closed book and it covers pre reads, self learning topics, market happenings. This quiz will not be onerous if you have prepared well for class. The tentative date of the quiz will be the 5th teaching week of the semester.

7.3 T-1 Exam (20%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 T-2 Exam (20%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.5 End Term Exam (35%)

End Term Exam will be at the end of the semester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Session	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises
1-3	Introduction to Derivatives	Exchange-traded markets, Over-the-counter markets, Forward Contract, Futures Contracts, Options, and Types of Traders.	1	Article: The Basics of Financial Derivatives
4-6	Mechanics of Futures Markets	Specification of a Futures Contract, Convergence of Futures prices to spot price, Daily Settlement and Margins, Newspaper Quotes, Delivery, Types of Traders and Orders, Regulation and Accounting and Tax	2	Movie: Discussion on the film 'Rogue Trader'.
7-9	Interest rate	Types of rates, Measuring Interest Rates, Zero Rates, Bond Pricing, Determining Treasury Zero Rates, Forward Rates, Forward Rate Agreements	4	Problems: 4.1, 4.3, 4.4, 4.5, 4.10 & 4.13
10-12	Pricing of Forwards & Futures	Investment Assets Vs. Consumption Assets, Short Selling, Assumptions and Notation, Forward Price for an Investment Asset, Known Income, Valuing Forward Contracts, Futures Prices of Stock Indices, Futures on	5	Problems: 5.2, 5.4, 5.9, 5.11

		Commodities		
13-15	Interest Rate Futures	Day count and Quotation Conventions Treasury Bond Futures, Eurodollar Futures, Duration-based Hedging, Strategies using Futures, Hedging Portfolios of Assets and Liabilities	6	Problems: 6.1, 6.2
16-18	Swaps	Mechanics of Interest Rate swaps, Day Count Issues, Confirmations, The Comparative-advantage argument, The nature of swap rates, Determining the LIBOR / swap zero rates, Valuation of Interest Rate swaps, Currency swaps, Credit Risk and Other Types of swaps.	7	Problems: 7.1, 7.9 Article: Intro. to Derivative Instruments
19-21	Mechanics of Options Markets	Types of Options, Option Position, Underlying assets, Specification of Stock options, Trading, Commissions, Margins, The Options Clearing Corporation and Regulation.	9	Problems: 8.1, 8.2, 8.6, 8.7, 8.8 Article: Intro. to Derivative Instruments
22-24	Properties of Stock Options	Factors affecting Option Prices, Assumptions and Notation, Upper and lower bounds for option prices, Put- Call Parity, Early Exercise and Effect of Dividends	10	Discussion
25-27	Trading Strategies involving options	Strategies involving a single option and a Stock, Spreads, Combinations and Other Payoffs	11	Article: Using Derivatives: What Senior Managers Must Know
28-30	The Black – Scholes Option Pricing Model	Long-normal Property of Stock Prices, The Distribution of the Rate of Return, The Expected Return, Volatility, The Idea Underlying the Black-Scholes- Merton differential equation, Derivation of the Black-Scholes- Merton differential equation, Risk Neutral Valuation and Black-Scholes- Merton Pricing Formulas.	14	Guest Lecture: Dr. Ravi Singh, Vice President, Karvy Broking

Course Coordinator: Dr. Rahul Sharma

Date: August 31, 2021



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20M12BAF18: Fixed Income Securities September-December, 2021

Course Outline

Course Credit:	3
Learning Facilitator:	Dr.Sujata Kapoor
Target learners:	MBA (2020-22Batch), Semester III
Faculty Office:	Arya Bhatt Bhawan II, IV Floor
Meeting Time:	By Appointment
Phone:	0120- 2400974 Ext476
Email ID:	sujata.kapoor@jiit.ac.in

1. Course Introduction

Financial markets are quite dynamic in nature; as a result, the study of financial instruments is highly desirable. This course introduces us to the Fixed Income Securities. It delves into forces that affect the valuation, risk and return of fixed income securities. The fixed income market has huge potential of expansion in future. The governments' debt will expand in future, as government across the globe increase their spending to stimulate demand and jump start their economies. In this context, this course introduces students to the financial world of fixed income securities and their markets, explains the risks of these securities and presents the tools used in their valuations.

2. Course Objectives:

The objectives of the course are to:

- Explain students various concepts of fixed income securities
- Apprise them of the functioning of the fixed income markets

2. Course Outcomes: After completion of the course the students will be able to:

CO Code	Course outcome description	BTL level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.10.1	Explain various features of fixed income markets	2	3	3	2	1					3
C152.10.2	Utilise bond market concepts to analyse different types of fixed income securities	3	3	3	3	1	1		1	3	3
C152.10.3	Measure and evaluate performance of fixed income securities.	5	3	3	3	1			1	1	1
C152.10.4	Formulate effective hedging strategies	6	3	3	3	1	1		1	3	1
C152.10	Average		3	3	2.75	1	1		1	2.333	2

3. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and Research Project.

4. TextBook:

Frank J. Fabozzi, Bond Markets, analysis and strategies, Pearson education, Eighth edition, 2009

5. Additional Readings and References:

- Pietro Veronesi, Fixed Income Securities: Valuation, Risk, and Risk Management, Wiley publications, 2009
- Tuckman and Serrat, Fixed Income Securities: Tools for Today's Market, Wiley publications, Third edition, 2011

6. Evaluation Details:

Sl.No.	Component	Weightage (%)	Tentative week of completion
1	Assignments	10%	Across the semester
2	Research Project	15%	8
3	T1	20%	4
4	T2	20%	7
5	T3 Test	35%	11

6.1 Assignments (15%)

Each student has to submit an assignment individually given by the faculty based on the topics discussed in the class. (4 ASSIGNMENTS IN TOTAL)

6.2 Research Project (20%)

(BASED ON ALTMAN Z

SCORE MODEL)

Each student needs to identify a research project, latest by the second week of the course. Course coordinator will facilitate in guiding for selection of project. Each student must prepare a project report based on application of concepts learnt in the course. Details of contents and deadline for submission of group project report will be declared by the faculty in the class.

6.3 T1 and T2 Test (40%)

T1 and T2 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

6.4 T3 Test (35%)

T3 Test will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

6.5 HBS case studies:

- Jaguar Land Rover plc: Bond Valuation by S. Veena Iyer
- Alibaba's Bonds Dilemma: Location, Timing, and Pricing by Emir Hrnjic

7. Session Plan:

Session (No. of hours)	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises
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4	Introduction to Fixed Income securities	Features of bonds, types of issuers, types of risk faced by investors in Fixed income securities, secondary market for bonds, Impact of COVID-19 on Fixed income securities market	Chapter 1	Discussion/ you tube video: https://www.youtube.com/watch?v=MFaJ2SMkGpE (Introduction to fixed income securities)
4	Pricing of bonds	Calculating price of a bond, relationship between coupon rate, yield and price, complications of pricing bonds, bond convexity	Chapter 2	Youtube Video: https://www.youtube.com/watch?v=I7FDx4DPapw
8	Measuring yield	Calculating yield on bonds, YTM, yield to call, yield to put, cash flow yield, reinvestment risk, Calculating yield for a portfolio	Chapter 3	Practice questions from text book Exercise -Find yield curve from www.smartmoney.com and measure yields curve using living yield curve
8	Bond price volatility	Price yield relationship of an option – free bond, factors which affect the price volatility of a bond when yield changes, calculating price value of a basis point, Calculating and interpreting Macaulay duration, modified duration, dollar duration of a bond,	Chapter 4	Practice questions from text book
6	Term structure of interest rates	Yield spread, yield curve, spot rate, spot curve, arbitrage arguments, forward rates, deriving forward rates.	Chapter 5	Practice questions from text book Exercise- 1. Find out the research paper of prof. Rajnish Mehra and Prof. Arunima Sinha from https://www.nber.org/papers/22020 and find the key differences observed between the Indian and US term structure of interest rates 2. Find living yield curve from stockcharts.com/freecharts/yieldcurve.php and measure yields curve and rates,Book- Zvi et al.(2018),Chapter-15,Page No.499

6	Corporate Debt Instruments	Different types of corporate obligations, Corporate bonds default risk, default rates, and recovery rates, corporate bond ratings, private placement for corporate bonds, secondary market for corporate bonds, commercial papers, collateralized loan obligations	Chapter 7	Discussion Youtube videos: https://www.youtube.com/watch?v=jeRxswwiPJBs https://www.youtube.com/watch?v=MfvCXmUsOa8
2	Corporate bond credit analysis	Major areas of bond credit analysis: covenants, collateral, and ability to pay, key financial ratios.	Chapter 20	Practice questions from text book Exercise- Bonds prices and yields, Book-Zvi et al.(2018),Chapter-14,Page No.471

Course Coordinator: Dr. Sujata Kapoor

Date:27/08/21

	relationship among assets, agents, and institutions for efficient financial transactions.										
C162.2.4	Evaluate various options to reduce costs and risk or maximize profit with least risk	4	3	3	3	3		3	3	3	3
C162.2	Average		3	3	3	3	3	3	2	3	3

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and Project work.

5. Text Book:

Indian Financial System- Bharati V. Pathak; Publisher Pearson, 5e

6. Additional Readings and References:

Financial Institutions and Markets – LM Bhole and Mahakud; Publisher Tata McGraw Hill 5th edition

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Teacher's Assessment (TA)	25%	Quiz, test assignments, class participation etc.
2	T1	20%	4 th
3	T2	20%	8 th
4	T3	35%	14 th

7.1 Quiz

There will be two class quizzes/tests of 10 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4th and 9th week.

7.2 Assignments

Students would be evaluated on their understanding of the concepts discussed in the class and the applications in real world.

7.3 Term 1 Test (20%)

Term 1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 Term 2 Test (20%)

Term 2 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.5 End Term Test (35%)

End Term Test will be at the end of the semester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

8. Session Plan:

Session	Name of the Module	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises
1-2	Module 1: Introduction to financial system	The nature and role of financial system.	1,2	Class Discussion
3-10	Module 1: Introduction to financial system	Components of formal financial system, reforms in financial system	2, 3	Class Discussion
11-16	Module 2: Debt Financial Market	Introduction to money market, money market instruments.	4	Class Discussion
17-21	Module 2: Debt Financial Market	Introduction to debt market, link between the Money Market and the Monetary Policy in India	10	Class Discussion
22-27	Module 3: The Capital Market	History of Indian Capital Market, Capital Market Scams, Reforms in Capital Market	5	Class Discussion
28-32	Module 3: The Capital Market	Primary and Secondary Market, Instruments of Capital Market	6, 8	Class Discussion
33-37	Module 4: Indian Financial Institutions	Development Financial Institutions, Banking Institutions, Non-Banking Financial Companies, Mutual Funds and Insurance	12, 13, 15, 16	HBS: Mergers of Equals...
38-42	Module 4: Indian Financial Institutions	Financial Regulation: Securities and Exchange Board of India, Reserve Bank of India	24	Class Discussion and presentations

Course Coordinator: Dr. Sweta Goel

Date:27/08/21



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20M12BFS18: Management of Financial Services

Odd Semester 2021

July – December, 2021

Course Outline

Course Credit:	4
Learning Facilitator:	Dr. Priyanka Tandon
Target learners:	MBA (2020-22 Batch)
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, Third Floor (Room No. 8)
Meeting Time:	Thursday and Saturday between 3-5pm
Phone:	0120 - 2400974 Ext 473
Email ID:	priyanka.tandon@jiit.ac.in

1. Course Introduction

The new millennium has seen a decisive shift towards a new wave, the domain of financial services. While financial institutions and instruments constitute the hard ware of the financial system, financial services represent the software portion of the financial environment. They represent all kinds of services provided in financial terms, where the essential commodity is money. The present course will primarily probe into some of the leading and vibrant financial services.

2. Course Objective

- To develop an understanding of different financial services- fund based as well as non fund based being offered across the financial sector other than banking and insurance.
- To acquaint students with an overall understanding of the concept, emergence and development of financial services.
- To make them aware of the legal and regulatory framework governing financial services and its implications thereof
- To equip students with an understanding of the mechanics, operations and procedures in performing the services
- To prepare students for opportunities in the financial service industry

3. Course Outcome

After successful completion of this course students should be to:

CO Code	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C162.6.1	Explain different types of financial services offered across the financial sector.	3	3	3	1			1		3
C162.6.2	Utilise concepts related to financial services in performance and delivery of services.	3	3	3	1			1		3
C162.6.3	Examine the implications of legal and regulatory framework governing financial services.	3	3	3	1	1			3	1
C162.6.4	Evaluate range of financial products and services offered by various financial institutions and agencies.	3	3	3	1	1		2	3	3
Average		3	3	3	1	1		1	3	3

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures, Class Discussion and Research Project.

5. Text Book:

- Financial Services by Dr. R. Shanmugham (2nd Edition) (Wiley)

6. Additional Readings and References:

- Financial Services by Siddiah, Pearson education
- Khan M Y; Financial Services, Tata McGraw Hill, Eighth edition, 2014.
- Management of financial Institutions and services by Bhole, Tata McGraw hill publications
- Management of Financial Services by C Ramagopal (Vikas Publishing House).

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Deadlines
7.1	T1 Exam	20%	As per Academic Calendar
7.2	T2 Exam	20%	As per Academic Calendar
7.3	End Term Exam	35%	As per Academic Calendar
7.4	Minor Project	10%	Continuous Evaluation
7.5	Assignments	5%	Continuous Evaluation
7.6	Quiz	10%	Continuous Evaluation

*** Timely submission of the project is student's responsibility. Failing which entire team will be awarded zero. The learning facilitator will not remind about the same.**

7.1 Minor Project (10%)

To make the subject application based and to give students the feel of real-life situations any one company will be assigned by the learning facilitator to students to work. Students are required to work on that company as per the directions (from time to time depending upon the topics) of the learning facilitator.

A detailed report will be submitted to the learning facilitator **on or before October 10, 2021**. There will be five members in each team. The detail regarding the project will be announced in the class in different phases as and when required.

7.2 Assignments (10%)

Students are required to work on different topics from time to time which will be given by the learning facilitator to each student in the class.

7.3 Quiz (15%)

A surprise quiz of not more than 15 minutes will be given during the term. The quiz will be closed book and it covers pre reads, self learning topics, market happenings. This quiz will not be onerous if you have prepared well for class.

7.4 T-1 Exam (20%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.5 T-2 Exam (20%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.6 End Term Exam (35%)

End Term Exam will be at the end of the semester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Session	Session Theme	Topic Coverage	Text Book Chapter	Cases/Activities/ Exercises
1-3	Financial services – an overview	Overview and trends in financial services sector, Financial Services market – concept, constituents and problems, Growth of financial services in India (banking, insurance & mutual fund).	Chapter 1	Industry analysis: https://www.ibef.org/archives/industry/banking-reports/indian-banking-industry-analysis-july-2021
4	NBFC	Introduction RBI Act Framework RBI NBFCs Acceptance of Public Deposits Directions RBI Non-Banking Financial (Deposit Accepting/Holding Companies) NBFCs Auditors Report (RBI) Directions Asset-Liability Management (ALM) System Guidelines on Fair Practices Code for NBFCs Information Companies	Chapter 13	Review Questions

5-10	Mutual fund, Insurance and banking: Services & Products	<p>Mutual fund: Benefits & growth of mutual funds in India, Mutual fund concepts (Equity, debt and other funds), SEBI guidelines relating to mutual funds, AMFI, Unit trust of India and growth & performance of Mutual funds in India.</p> <p>Insurance Services: Overview, origin & Development, IRDA, intermediaries in insurance, types of insurance, GIC and LIC. Micro insurance.</p> <p>Banking and other services: types of banking services, RBI and commercial banks, investment banking and merchant banking, depositories & custodians, CSDL and NSDL.</p>	Chapter 11 and 12 and course material	Mini project on mechanism of mutual funds in India
11-15	Hire Purchase finance, Leasing and consumer credit	Introduction, Conceptual Framework, Legal Framework, Taxation Aspects, Accounting and Reporting, Regulatory Framework of Leasing, Accounting/Reporting Framework and Taxation of Leasing, Financial evaluation of Leasing Financial Evaluation and Consumer Credit	Chapter 2 and 3 (Khan and Jain)	Case: Teddy Bear Ltd.
16-18	Factoring and forfeiting	Introduction, Theoretical framework, factoring in India, Forfeiting and Bill discounting	Chapter 5	Case: Sunlight Industries limited
19-22	Housing Finance	Introduction, National Housing Bank (NHB) NHB's Housing Finance Companies, directions, Guidelines for Asset Liability Management (ALM) System in Housing Finance, Companies, Fair Trade Practices Code for hfcs, Securitization, Housing Finance Agencies	Chapter 5 (Khan and Jain)	Discussion on various schemes
23-25	Venture capital and private equity	Introduction, Theoretical Framework Venture capital Investment process Indian Venture Capital Scenario	Chapter 8	Case: MERCOM Capital group
26-30	Credit Rating	Introduction, Regulatory Framework, Credit Rating Agencies, Rating Process and methodology, Rating Symbols/Grades	Chapter 6	Discussion on various credit rating agencies



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20M12BHR12: Employment Laws

Semester III (Odd Semester)

August – December, 2021

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	4
Learning Facilitator:	MBA (2020-22 Batch), Semester - III
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 471
Email ID:	rajnish.misra@jiit.ac.in

1. Course Introduction

Work life of an employee in industry starting from selection to separation is governed by certain laws and regulations. The laws are implemented as per employers' obligation/liability or as protection mechanism/rights of the employees. The students of HR as well as managers in people management role must know these laws, which will help them in not only formulating better policies and strategies but also implement it at workplace to maintain compliance.

The scope of the course is to cover the legal requirement of the employer from A to Z -selection to separation. It will encompass the constitutional guidelines, regulative laws and protective laws.

2. Course Objective

The learning objective of this course:

- is to know evolution of labour/employment laws.
- the laws which influence the HR policies and functions
- and how to implement it in the workplace.
-

3. Course Outcome

At the end of this course, students will:

CO Code	Description	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C151.4.1	Understand the Legal framework, history and growth of Legal System	2	3		2	3					3
C151.4.2	Analyse the Legal provisions of Laws affecting Compensation, Social security and Wage and Salary Administration.	3	3	3	3	3	3				3
C151.4.3	Examine the implications of Regulative Laws including Model Code and its implications in Industry.	4	3	3	3	3	3				3

C151.4.4	Interpret the Laws laid down by the Apex Court/High Courts on various Service and Labour matters.	5	3	3	3	3	3				3
C151.4	Average		3.0	2.8	3.0	3.0	3.0			3.0	3.0

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures and case analysis.

5. Text Book:

- Taxmann's Labour Law (2019). Taxmann Publisher

6. Additional Readings and References:

- Labour and Industrial Laws by S.N. Mishra. Central Law Publications
- Labour and Industrial Laws by K. Madhavan Pillai. Allahabad Law Agency
- Handbook of Labour Laws by P.L. Malik: Eastern Law Book Company.
- Labour and Industrial Laws by P.K. Padhi: Prentice Hall of India 2012.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	15%	2-6-8
2	Individual / Project & Presentation	10%	9
3	T1 Test	20%	3
4	T2 Test	20%	3
5	End Term Test	35%	11

7.1 Quizzes (15%)

There will be two /three quizzes of 10 marks each. The average of quizzes will be considered for the purpose of evaluation against teacher's assessment component. The assignment will be conducted at the end of 2nd, 6th and 8th week.

7.2 Individual /Group Project and Presentation (10%)

Students have to make a group of 3 or 4 students of their class and need to identify a case representing a violation of service rules, latest by the second week of the course. Course coordinator will facilitate in guiding for selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

7.3 T1 Test (20%)

T1 test will be after 4 weeks of teaching and will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 T2 Test (20%)

T2 test will be after 8 weeks of teachings and will be based on class discussion, lectures, power points and assigned chapters in the textbook. It will include the topics covered in both T1 and till the T2 test. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.5 End Semester Test (35%)

End Semester Test will be at the end of the semester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

8. Session Plan:

Session	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises/MOOC/Online resources/Videos
3	Employment / Labour Laws – evolution and	Why to Study Law? Legal framework of HRM. Non-	Course Materials	https://labour.gov.in/industrial-relations

	constitutional provisions	Compliance to Compliance. History and Growth of Legal System in India.		https://www.youtube.com/watch?v=juVPKR1AlwM – Introduction https://www.youtube.com/watch?v=9B9mQVFSndw - Evolution https://www.youtube.com/watch?v=tuBZxB5B1jA – modern labor legislation
4	Laws governing Selection Process.	Implications from Child Labour (prohibition and Regulation) Act 1986; Apprentice Act, 1961; Contract Labour (Regulation and Abolition) Act 1970; and Employment Exchanges (Compulsory notification of Vacancies) Act 1951	Text book	Case 1. Larsen & Toubro Ltd, www.Indiankanoon.org Case 2. Deo_Sunder_Jha_And_Ors , www.Indiankanoon.org Case 3. James_Jesudas_vs_Malabar_Cements_Ltd._on_1_April,_1996. www.Indiankanoon.org
2	Employment Contract	Appointment Letter- The contract of service. Implications of Indian Contract Act 1872.	Text Book	Prepare a model appointment letter
4	Legal Provisions affecting Compensation : Wages and Salary	- Minimum Wages Act – 1948 Payment of Wages Act- 1936 Equal Remuneration Act – 1976	Text Book	Case 4. Sanjit Roy vs State Of Rajasthan on 20 January, 1983. www.Indiankanoon.org Case 5. PW- Divisional_Personnel_Officer,..._vs_Ramchandra_on_26_November,_1973. ### https://indiankanoon.org/search/?formInput=case+of+payment+of+wages+act+1936
		Payment of Bonus Act – 1965 Types of bonus, Calculation of bonus	Text Book	Calculate the bonus Case 6: Globe Detective Agency vs. Presiding Officer
8	Social Security	What is Social Security? Social security and ILO. Social Security Measures- A comparative view	Text Book	https://www.youtube.com/watch?v=5oeETLfsNj8 – Social Welfare
		Maternity Benefit Act 1961. Types of benefit. Quantum of benefit.	Text Book	Case 7: Mrs. Bharti Gupta vs Rail India Technical And...
		Payment of Gratuity Act 1972. Calculation and Payment of gratuity	Text Book	Calculation of Gratuity Case 8: University Of Delhi vs Sharwan Kumar Gupta And Ors. on 13 August, 2014
		Employees Provident Fund (Family Pension Fund and Deposit Linked Insurance Fund) Act 1952	Text Book	PF forms, calculation Case 9: Udaipur Sahkari Uphogats Thok
		Workmen’s Compensation Act 1923 – Liability of Employer	Text Book	Case 10: Smt Abedabi vs.Febida Bano Sheikh.
		Workmen’s Compensation Act 1923 – Quantum of	Text Book	Computation of Benefit Case 11: Smt Chaya Rani

		compensation and procedure for payment		Debnath vs.Sri Rakhal Chandra
		Employees' State Insurance Act 1948	Text Book	Case 12: Sushil Goyal vs Luckson
6	Regulative Laws (s10- 19)	Factories Act 1948- Definitions, Provisions of Health	Text Book	Case 13: Indian Petrochemicals ... vs Shramik Sena And Ors
		Factories Act 1948- Safety and Welfare	Text Book	
		Factories Act 1948- Provisions of Working hours and Leave	Text Book	
2	Model Code	Industrial Employment (Standing Orders) Act 1946. Model Standing Order	Text Book	
2	Shops and Establishment	UP Shops and Commercial Establishments Act 1960	Course Materials	Case 14: Shantiben L. Christian vs Administrative Officer
4	Constructions workers employment law	Building & Other Construction Workers Act, 1996	Course Materials	Case 15: Larsen And Toubro Limited vs State Of Chhattisgarh And Ors
3	Protection of Women at Work	Legal Provisions for prevention of Harassment at Workplace (including Sexual Harassment)	Course Materials	https://www.youtube.com/watch?v=QmKChUFsTj0 – Women Protection in Laws Case 16: Gaurav Jain vs Hindustan Latex Family Planning
2	Exit / Separation Law	Legal Requirement of Employee Separation (voluntary, Involuntary) and exit formalities.	Course Materials	Case 17: Kwalitiy Fun Foods And Restaurant ... vs Cce.
	Total	40 Lectures + 14 Tutorials		

Course Coordinator: Prof. Rajnish Kumar Misra

Date: August 28, 2021



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20M12BHR13: Performance and Compensation Management

Semester - III

September – December, 2021

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	4
Learning Facilitator:	Dr. Rajnish Kumar Misra
Target learners:	MBA (2020-22 Batch), Semester III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, IV Floor
Meeting Time:	By Appointment
Phone:	0120 – 2400xxx Ext 471
Email ID:	rajnish.misra@jiit.ac.in

4. Course Introduction

This course is an important people management tools used in organizations. It provides an overview of performance measurement and management practices. Its importance lies in managing and motivating people in organization by recognizing their excellent performance by rewarding them through financial rewards or through promotion in the organization. Worldwide this tool is also used to managing talent in the organization.

2. Course Objective

The course intends to acquaint students with concepts, processes and monitoring of performance management system practiced in organizations and link it with reward management. They will be familiarized with aspects essential for designing a compensation structure to attract, retain and motivate human resources for both individual and organizational performance.

3. Course Outcome

After this course, students will:

CO Code	CO	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C151.5.1	Understand performance dimension and relate with role of appraisal In	BTL-1	3	1	1	2					3

	Performance Management and Compensation Management.										
C151.5.2	Use appropriate concepts to solve performance and compensation problems.	BTL-2	3	3	3	2					3
C151.5.3	Examine characteristics of Appraisal systems, the process of moderation and existing Pay Models in an organisation.	BTL-3	3	3	3	2	3	3			
C151.5.4	Evaluate processes of Employee Engagement with reference to Job analysis, job design and job evaluation.	BTL-4	3	3	3	2	3	3	3	3	
C151.5.5	Design new Performance Appraisal and Compensation structure for competitive Business organization.	BTL-5	3	3	3	3	1	3	3	3	3
	Average		3	3	3	2	2	3	3	3	3

4. Pedagogy

Lecture, class discussion, case study, quizzes, audio visual aids, class presentations, analyses of organisational situation on a day to day basis.

5. Text Book:

- Performance Management towards organizational excellence, T.V. Rao, Sage
- Compensation, Milkovich, Newman, Venkata Ratnam. Mc Graw Hill

6. Additional Readings and References:

- TV Rao (2010) - Performance Management & Appraisal Systems – Sage Response Books.
- Robert L. Cardy (2010) - Performance Management - Prentice Hall of India
- Herman Aguinis, Performance Management, PEARSON, Second Edition.
- Armstrong and Baron, Performance Management Jaico.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Case study Analysis	10%	5
2	Project Work	15%	9
3	T1 Test	20%	6
4	T2 Test	20%	10
5	End Term Test	35%	14

7.1 Case study Analysis (10%)

There will be small cases given to the students within the class for analysis. The analysis test will be conducted at the end of 5th week.

7.2 Project Work (15%)

Students have to make a group of 3 students of their class and will be given a project work to design performance and compensation systems for an organization. Course coordinator will facilitate in guiding for selection of the organization. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

7.3 T1 Exam (20%)

T1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook.

This will be a closed book descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 T2 Exam (20%)

T2 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook.

This will be a closed book descriptive and problem-solving question-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.5 End Term Exam (35%)

End Term Exam will be at the end of the semester and will cover the entire course. This will also be a closed book exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

No of Sessions	Topic	Issues to be Discussed	Text Book / Reading Material	Exercises / Cases
2	The foundations of Performance Management	Defining Performance, Determinants of performance, Performance dimensions, Scope of performance management	Reading material	Caselet
2	Measurement and Management	Approaches to measuring performance, Role of appraisals in performance management, Types and methods of performance appraisal	Reading material	CaseLet
3	Performance Management progression	Prerequisites, Performance Planning, Performance execution, Performance assessment, Performance review, Performance renewal and re-contracting	Reading material	Caselet
2	Employee Engagement -Job Relates to Performance	Job Analysis, Job design, Job specialization, Job rotation, Job loading, Job security, Job enrichment, Job enlargement, Job sharing, Job satisfaction	Reading material	Presentation
4	System Implementation- Planning Performance and Development	Performance Planning, Creating Performance Objectives, Development Planning, Creating Development Objectives	Reading material	Case Study
4	Gathering Performance Information	Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Number of Meetings	Reading material	Case Study
6	Implementing a	Preparation, Communication plan,	Reading material	Case Study

	Performance Management System	Appeals process, Training programs, Pilot testing, Ongoing monitoring and evaluation		
3	Performance Management Skills	Coaching, Coaching styles, Coaching process, Performance review meetings	Reading material	Case Study
2	Performance Review Discussion	Performance feedback and counselling	Reading material	Case Study
3	The Pay Model- Introduction to Compensation Management	Definition, Forms of Pay, A Pay model, Broad Band Pay Plan	Ch 1	Executive Pay at RTZ PLC (C) Movement to Broad Banding (C)
3	Evaluating Work 2.	Job-based structures, Methods of job evaluation, Balancing chaos and control	Ch 5	Too far too fats? The Telecorp Dilemma (C)
2	Compensation Structure	Salary Structure, Pay Structure in Practice, Variable Compensation, Payroll Management , Compa Ratio	Reading material	Ambitious Rewards at an International Investment Bank (C)
	Employee Benefits -The Benefit Determination Process	Growth in employee benefits, Key considerations, The value of employee benefits	Ch 12	Reprographic Division Incentive Scheme (E) Paying for Innovation (C)
2	Pay-for-Performance	What behaviours do employers care?, What does it take to these behaviours?, Does compensation motivates behaviour?, Designing a pay-for-performance plan	Ch 9	Devising a new job evaluation scheme at Strand Housing Association (C) From Job evaluation to Salary structures at Strand Housing Association (C)
2	Personal Income Tax Planning	Income Tax features, deductions and benefits, tax slabs; Sixth Pay Commission		
	Total	40 lectures + 14 Tutorials		

Course Coordinator: Dr. Rajnish Kumar Misra

Date: August 27, 2021.



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20M12BHR15: Competency Management and Assessment Center

Semester -III

August – December 2021

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	4
Learning Facilitator:	Dr. Rajnish Kumar Misra
Target learners:	MBA (2020-22 Batch), Semester III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	Wednesday and Friday between 3:00 -5:00 pm
Phone:	0120 - 2400974 Ext 471
Email ID:	rajnish.misra@jiit.ac.in

5. Course Introduction

Competency mapping and management is an important concept that emerged in last decade of 20th Century, and is a tool to make organizations', powerful and competitive. The gamut of HR activities today is directly or indirectly linked to competency. What is it and how can it be effectively utilized to make the organization successful, is a skill that needs to be learned and developed for designing various HR practices in the organization (Competency based HRM). Competency mapping and modelling for the whole organization is a big task and requires techniques to capture it. Assessment Centre is a process of assessing and evaluating candidates for various positions in the organization. This process comprise of a). Psychometric testing is one such that helps in measuring competencies within as well as of prospective candidates joining the organization, b). In-basket exercise, c). Cases analysis, and d). Role Plays. This tool is used for succession planning and talent identification and management as well as for gaining competitive advantage.

2. Course Objective

The course is designed to help students learn:

- Key concepts, theories, models, and measurement of competencies as well as Competency Modelling,
- Designing and implementing of Assessment Center using tools like psychometric testing, in-basket, role plays, case studies, and group exercises used in assessment centres for selection and succession decisions.

3. Course Outcome

After this course, students will be able to :

NBA Code	CO	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C151.7.1	Understand fundamentals of competency management and assessment centres.	2	3	2	1	2	1	1		2	3
C151.7.2	Apply and experience the process of competency mapping and uses of Assessment Centre process and related techniques	4	3	3	3	2	3	1	3	2	3
C151.7.3	Develop a competency model for business application.	6	3	3	3	2	3	3	3		3
C151.7	Average		3	2.66	2.33	2	2.33	1.67	3	2	3

4. Pedagogy

Lecture, class discussion, case study, quizzes, audio visual aids, class presentations, analyses of organizational situations on a day to day basis.

5. Text Book:

Handbook of Competency Mapping: Understanding, Designing, and Implementing Competency Models in Organizations: Sanghi, Seema, Response Books, Sage Publication; 2007.

6. Additional Readings and References:

1. Competency Based HRM: Shermon Ganesh, Tata McGraw Hill Publication; 2005.
2. Competency-Based Human Resource Management – S.R. Kandula, Prentice Hall of India 2013.
3. 360 degree feedback, competency mapping & Assessment Centres: Sharma, Radha, R. Tata-McGraw Hill – 2003.
4. The competencies Handbook: Whiddett, S, & Hollyforde, S. Mumbai: Jaico - 2005.

SWAYAM Portal: No course available that is equivalent to this one.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	15%	3 & 9
2	Assignment	10%	3, 6, 9, 13
3	T1-Test	20%	5
4	T2-Test	20%	10
5	End Term Test	35%	14

7.1 Quiz (15%)

There will be two class quizzes/tests of 10 marks each. The quizzes/test will be conducted at the end of 3rd, and 9th week.

7.2 Individual Assignment (10%)

Each student is expected to prepare an assignment on the Job profiles from O*netonline for one sector and identify the competencies for the same. This will be in addition to the case analysis submission from time to time.

7.3 T1-Test (20%)

T1- Test will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 T2 –Test (20%)

T2-Test will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.5 End Term Exam (35%)

End Term Exam will be at the end of the semester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Sessions	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises
3	Competencies Framework for Business Organization	Introduction to competency Concepts and scope Need for Competency Frameworks Limitations & Learning from Competency Frameworks	Chapt 1, 5	HBR Classics: Competing for Future
3	Competencies and Competitive Advantage	Application of Competencies: challenges, pitfalls, both in the area of HR system as well as in mapping and need for consequent learning; Gaining Competitive Advantage through Competency Management System	Chapt 3	Discussion
2	Linking business strategy to Hiring and Development decisions	Mapping business competencies to people competencies, competency development techniques, HR competencies	Chapt 4	Exercise:
4	Business Competencies	Competency based Selection Process Competency based Performance Management System (CBPMS) Competency based Training Competency based Career Management System Competency linked Competitive Remuneration	Chapt 11	Exercise Case: Assessing Managerial Talent
3	Competency based HRM	Developing Competency Management Systems; Stages in developing an Organization wide Competency Model, Competency Management methods at the conceptual level Competency driven Transformational HRM strategies	Chapt 2, 4	Group Exercise: Sectorwise Competency Identification using O*net Online.
4	Competency Profiling and Modeling	Nature and Process	Chapt 11	https://www.youtube.com/watch?v=mG9Hfbxk8wQ - What is AC? - https://www.youtube.com/watch?v=sZRCzqxw0qU – AC what to expect
4	Assessment Center Process	Experience		A day at the assessment centre- https://www.youtube.com/watch?v=T6nVuwr31wQ
2	Identifying and Selecting Assessment Tools	Planning and prioritizing tasks and assignments	Reading material	Exercise: Development of In-basket Exercise
2	In-basket exercises	Problem identification and handling Case Interviewing	Reading material	Exercise -Dealing with the Irate Customer https://www.youtube.com/watch?v=oQtArj5U5I4 Interviewing with McKinsey:

				Case study interview https://www.youtube.com/watch?v=nGzYzq3Wsos
2	Case Analysis	Attaining Person-role fit	Reading material	Group Exercises - https://www.youtube.com/watch?v=Z_co-Xb3_oU Role Play Interview Exercises - How to Prepare for Role Play Assessment Centres
2	Group exercises and Role Plays	Psychometric tests: concept and uses of tests	Readings	Exercise – MBTI
2	Psychometric Testing	Choosing Psychometric tests in selection decisions	Readings	Exercise: Choosing a Psychological Tests
4	Development of Online Assessment Tools (Psychometric Tests)	Characteristics of Good tests and developing Tests; Steps in developing tests / adaptation; Checking the reliability and validity of tests; Development of Norms	Readings	Exercise: Questionnaire Development and data collection- practice on standardization
				Exercise: Norm Development
2	Job Interview	Types of Interviews and its importance		Exercise: Developing questions and Practicing Interviewing skills.
1	Limitations of Competency Management & Assessment Center			
	Total	40 Lectures + 14 Tutorials		

Course Coordinator: Dr. Rajnish Kumar Misra Date: August 27, 2021



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20M12BHR18: Training & Development

Semester III

September – November 2021

Course Outline

The course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

Course Credit:	4
Learning Facilitator:	Dr. Mitushi Singh
Target learners:	MBA (2020-22 Batch), Semester III
Faculty Office:	Arya Bhatt Bhawan II, IIIrd Floor
Meeting Time:	Everyday between 3-5pm
Phone:	09953939404
Email ID:	mitushi.singh@jiit.ac.in

1. Course Introduction

In an ever-changing and fast-paced corporate world, the training and development are the two most indispensable functions. Employees are company's biggest asset, and investing in talent is vital to sustainable business growth and success. The benefit for driving employee development is to shape a more efficient, competitive, and engaged workforce.

2. Course Objectives

The course will help students to:

- This course will enable the students to understand and design training and development systems.
- The course will equip them to run the training establishment and also to become an effective trainer.

3. Course outcomes

At the completion of the course, the student will have/:

- To Understand the concept of training and Development and aligning with participant psychology.
- To Analyse Training and Development methodologies and attributes of a good trainer.
- To Evaluate training effectiveness and conduct impact analysis.
- To Design and Develop training programme with emphasis on learning outcome, cost, benefit and need analysis.

4. Course Outcomes

After this course, the students will:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
To Understand the concept of training and Development and aligning with participant psychology	3	1	1	1	1				3
To Analyse Training and Development methodologies and attributes of a good trainer.	3	3	3	3	1				3

To Evaluate training effectiveness and conduct impact analysis	3	3	3	3	1	3		2	
To Design and Develop training programme with emphasis on learning outcome, cost, benefit and need analysis.	3	2	3	3		3	1	2	3
Average	3	2	3	3	1	3	1	2	3

5. Pedagogy

Interactive learning through lectures, class discussions, case studies, quizzes, audio visual aids, class presentations etc.

6. Text Book:

- Raymond Noe & A. Kodwani (2013), Employee Training and Development, McGraw Hill.
- Lynton R.P & Pareek U: (2010), Training for Organization transformation-Part1&2, Sage publication

7. Additional Readings and References:

8. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz (TA)	10%	4-9-16
2	Assignment (TA)	15%	12-15
3	T1 Exam	20%	5
4	T2 Exam	20%	10
5	End Term Exam	35%	18

8.1 Quiz (20%)

There will be three class quizzes/tests of 5 marks each. Best two out of three quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 2nd, 4th and 8th week.

8.2 Individual Assignment (10%)

Each student will prepare a case analysis on the topics allotted to him/her and submit as per the guidelines given by the instructor.

8.3 T1 Exam (20%)

T1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8.4 T2 Exam(20%)

T2 Exam will be based on class discussion, lectures, power point presentations and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving questions-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8.5 End Term Exam (35%)

End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

9. Session Plan:

Session	Session Theme	Coverage	Text Book Chapter	Cases/Activities/ Exercises
1-4	Introduction To Training and Orientation	Basic concepts, Orienting and developing employees.	Chapter 1	Preparing Orientation Program Schedule for a new joinee
4-8	Training and Learning	Training and learning-Transfer of learning.	Chapter 2	Discussion: Transfer of learning
9-12	Train the Trainer	Roles and competencies of trainer.	Chapter 10 & Chapter 9*	Case Study: Train the Trainer
13-16	Need Analysis	Training Needs Analysis	Chapter 6*	Prepare TNA
17-20	Methods of Training	Methods and techniques of delivering training	Chapter 3	Activity on Techniques for delivering training

21-24	Designing and Development	Management development- Designing Training Program.	Chapter 4	Application 4.2
25-28	Development	Employee development, Challenges in career management	Chapter 5	<i>Reading 2</i>
29-32	Evaluation Methods	Training evaluation—Methods.	Chapter 12- 13	Reading 3
33-36	ROI	Impact analysis and return on Investment.	Chapter 17- 18	TRANSITION MANAGEMENT IN THE HP- COMPAQ ACQUISITION
37-40	Future Prospects	Special and future issues in Training	Chapter 14- 15-16	Discussion

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Course Coordinator: Dr. Mitushi Singh
Date: August, 2021



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20M12BIA12 : IT Security and Cyber Law MBA 2020-22 Batch; Semester III Aug – Dec, 2021

Course Code	:	20M12BIA12
Course Title	:	IT Security and Cyber Law
Course Credit	:	04 (3L + 1T)
Session Duration	:	90 Minutes
Name of the Faculty	:	Dr. Vishal Gupta
Email ID	:	vishal.gupta@jiit.ac.in

1. Course Introduction

Cyberspace is the electronic medium of computer networks, in which online communication takes place and where as a part of social experience, individuals can interact, exchange ideas, share information, provide social support, conduct business, direct actions, create artistic media, play games, engage in political discussion, and so on, using this global network. It has both advantages and disadvantages which will be discussed in this course with their applicability to businesses.

The access to vast online information sometimes results into breach of data security. So, Information Security as the practice of preventing the breach, unauthorized access, use, or disclosure of information has become crucial in the present business environment

2. Course Objectives

The course aims to make students understand how to protect the information from unauthorized access or disclosure.

Makes students understand the concepts and importance of information system, cyber security and cyber laws

Understand the interaction between IT and organizations and study security issues in managing technology

Highlight the role of ethical issues and the professional code of ethics in the field of IT

3. Course Outcomes

At the end of the course, the students shall develop the knowledge and skills to be able to

- Understand the fundamentals of information security and cyber security
- Knowledge about “Indian IT Act 2000” and its applicability against cyber crimes
- Relate to the use of digital signatures and their application in business transactions
- Understand issues related to IPR and Ethics in Information security
- Analyze the various security models and design a business continuity plan

CO-PO and CO-PSO Mapping:

CO Code	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C155.2.1	Understand the fundamentals of Information security, IPR &	3	1	1	3					3
C155.2.2	Apply the knowledge of “Indian IT Act 2000” and it’s amendments against cyber	3	3	3	3	2			3	3
C155.2.3	Analyse the use of digital signatures and their application in business transactions	3	3	3	3	2	1	1	3	3
C155.2	Average	3	2	2	3	2	1	1	3	3

4. Text Book:

1. Jyoti Rattan, (2020), Cyber Laws & Information Technology, Bharat Law House Pvt. Ltd.
2. Gusai, Om Prakash, (2019), Concept building approach to cybercrimes and cyber laws : Indian and International perspective, Cengage Publications
3. Sharma J. P, and Sunaina Kanojia, Cyber Laws, Ane Books Pvt Ltd, New Delhi.

5. Additional Readings and References:

1. Brian, Craig, Cyber Law: The Law of the Internet and Information Technology, Pearson Education
2. Michael E. Whitman, Herbert J. Mattord (2017), Principles of Information Security, Cengage Learning.
3. John A. Blackley, Thomas R. Peltier, Justin Peltier (2018), Information Security Fundamentals, CRC Press.
4. Jason Andress (2018), The Basics of Information Security: Understanding the Fundamentals of InfoSec in Theory and Practice, Syngress Publications.
5. Thomas R. Peltier(2017), Information Security Fundamentals, Auerbach Publications.
6. Om Prakash Gusai, Concept Building Approach to Cybercrimes and Cyber Laws : Indian and International Perspective, 2019

6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Quiz	10	4-6
3	T2	20	As per schedule
4	Field-Work Report & Presentation	15	8-10
5	T3(End-Term Exam)	35	As per schedule
Total		100	

6.1 Quiz on topics covered (10%)

Each student must appear in the quiz component which will be held in one of the classroom session after T1.

6.2 T1 & T2 (40%)

T1 & T2 exams will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a ‘closed book’ descriptive and problem solving questions based test on

concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

6.3 Field-Work Report (15%)

The following are required in field-work

1. Each student has to choose a topic and submit a Project on IT security and cyber law in a given situation - preparation of report using MS Word.
2. Presentation on the prepared report in class room to enhance presentation and communication skills using Flip Class mode

6.4 T3 End-Term Exam (35%)

End-Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7. Pedagogy

The course will involve a healthy balance of lecture and classroom discussion and case discussions on each module. The students must come to class fully prepared having read the text materials and case studies indicated in the session plan. The course also includes group project on service organization. The course coordinator will provide adequate guidance for individual and group work.

8. Session Plan:

Session No.	Theme of the day	Topics	Readings Text Book	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-3	Information Security basics	Concept, types, Roles and requirement of IT Security	Chapter 1,2 and 3	Digitisation push has raised cyber crime risks: IIT study
4-6	Cyber threats	Types of Attacks, Digital Privacy, Online Tracking, Privacy Laws, Types of Computer Security risks Viruses and Worms, Identity Theft, Snooping and Sniffing, Trojan Horse	Reading material	Cyber attacks becoming more sophisticated, brazen
7-9	The Information Technology Act, 2000	Cyber Law & Components of Cyber Law, Cyber Law in India: An Overview of Information Technology Act, 2000	Chapter 5	Not just friends, taxmen too checking out FB holiday pics
10-14	Digital Signatures	Digital Signature Certificates, Cryptography	Chapter 7	Case 1: What Net Neutrality Means For You Case 2: Privacy: Social Network Data Mining
15-18	Offences, Contraventions & Adjudication:	Amendments to Offences & Penalties, Cases with respect to offences listed u/s 43, 66, 67.	Chapter 16	Cases related to cyber crimes
19-21	Offences, Contraventions & Adjudication	Cases in respect to money transfers, cyber terrorism, phishing, identity theft, hazardous cases of social media, child/adult pornography, virus and worm attacks on computer of computer systems, Tempering with computer source code	Chapter 17	Cases related to cyber crimes

22-24	Ethics in IT	Ethics in Information Security. Computer ethics, moral and legal issues, Professional Ethics, code of ethics and professional conduct.	Reading material	Monitoring in the Workplace
25-30	Security models	Security models & Business continuity planning	Reading material	Facebook: It's About the Money

Date: August 31, 2021

Course Coordinator: Dr. Vishal Gupta



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20M12BIA13 : BPR, Business Process Management & ERP
MBA 2020-22 Batch; Semester III

Aug – Dec, 2021

Course Code	:	20M12BIA13
Course Title	:	BPR, Business Process Management & ERP
Course Credit	:	04 (3L + 1T)
Session Duration	:	90 Minutes
Name of the Faculty	:	Dr. Vishal Gupta
Email ID	:	vishal.gupta@jiit.ac.in

1. Course Introduction

The purpose of this course is to expose students to the concepts and practicalities of Enterprise Resource Planning (ERP) that address the inter-functional comprehensive view of an enterprise. ERP systems integrate the information across the functions of the organization such as accounting, finance, marketing, production, and human resource development. It also embeds the organizational processes leading to process discipline. Backed with integrated information systems and tightly integrated processes, ERP systems effectively support managerial decision-making. The course also aims to highlight the integration of business processes and computer applications across business functions and also demonstrates how organizations are represented in an ERP system and features of such s/w packages (from managerial and technical perspective) very broadly.

2. Course Objectives

The Course Objectives of this course are as follows:

- The purpose of this course is to expose students to the concepts and practicalities of Enterprise Resource Planning (ERP) that address the inter-functional comprehensive view of an enterprise
- The course also aims to highlight the integration of business processes and computer applications across business functions and also demonstrates how organizations are represented in an ERP system.
- Highlight the selection process of choosing an ERP system
- Understand the life cycle and issues in ERP implementation project.
- Students will be able to understand the need for business process reengineering.

3. Course Outcomes

At the end of the course, the students shall develop the knowledge and skills to be able to

CO Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C155.3.1	Understand the fundamentals and terminology of BPR, BPM & ERP and their lifecycle processes	2	1	1		1				1
C155.3.2	Identify the business components and applications modules in a generic ERP system	3	3	3		1		2		1
C155.3.3	Analyze the features of an ERP system and choose an appropriate ERP systems as per the needs of an organization	3	3	3	3	2	1	2	2	1
C155.3	Average	3	2	2	3	1	1	2	2	1

4. Text Book:

1. Leon Alexis, ERP, McGraw Hill Education Private Limited, New Delhi.
2. Business Process Reengineering, 2nd Edition, 9353167841 · 9789353167844 By R Srinivasan © 2020 | Published: July 15, 2019
3. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi

5. Additional Readings and References:

4. Enterprise Systems for Management By Motiwalla, L.F. & Thompson, J., Pearson Education, New Delhi.
1. "SAP R/3 Business Blueprint" , Curran, T.A. & Ladd, A., 2nd ed., Pearson Education, New Delhi.
2. Alexis Leon, "ERP Demystified", Tata McGraw Hill
3. Rahul V. Altekhar "Enterprisewide Resource Planning" , Tata McGraw Hill,
4. Vinod Kumar Garg and Venkitakrishnan N K, "Enterprise Resource Planning – Concepts and Practice", PHI
5. Mahadeo Jaiswal, Ganesh Vanapalli, Textbook of Enterprise Resource Planning, Macmillan Publishers India.
6. Avraham Shtub, Enterprise Resource Planning (ERP): The Dynamics of Operations Management, Springer, 0792384385, 9780792384380
7. Singla Ashim Raj, Enterprise Resource Planning, Cengage Learning, New Delhi.
8. Bret Wagner, Ellen Monk, Enterprise Resource Planning, Cengage Learning, New Delhi.
9. Curran, T.A. & Ladd, A., "SAP R/3 Business Blueprint", 2nd ed., Pearson Education, New Delhi.

6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	T2	20	As per schedule
3	Quiz	10	After T2
4	Field-Work Report & Presentation	25	8-10
5	T3(End-Term Exam)	35	As per schedule
Total		100	

6.1 Quiz on topics covered (10%)

Each student must appear in the quiz component which will be held in one of the classroom session after T2.

6.2 T1 & T2 (40%)

T1 and T2 exams will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based test on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

6.3 Field-Work Report (15%)

The following are required in field-work

3. Each student has to submit a project report on ERP marketplace and offerings from different vendors - preparation of report using MS Word latest by week 8.
4. Presentation on the prepared report in class room to enhance presentation and communication skills using Flip Class mode.

6.4 T3 End-Term Exam (35%)

End-Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7. Pedagogy

The course will involve a healthy balance of lecture and classroom discussion and case discussions on each module. The students must come to class fully prepared having read the text materials and case studies indicated in the session plan. The course also includes group project on service organization. The course coordinator will provide adequate guidance for individual and group work.

8. Session Plan:

Session No.	Theme of the day	Topics	Readings Text Book	Case(s)
1-4	Introduction to ERP	Introduction to Enterprise Systems for Management	Chapter 1 (IMM)	Case Apex Polybob pg. 108 Exercises
5-8	Material Requirement Plannig	Inventory Management, MRP, MRP-II	Chapter 4 (IMM)	Case Brunswick Motors
8-12	Resources Planning	Various Organizational Resources and their integration	Chapter 1 (ERP)	
13-16	BPR	Business Process Re-Engineering	Chapter 2 (ERP)	
17-21	ERP	ERP Introduction: Benefits, Origin, Evolution and Structure, Justifying ERP investments, quantifiable benefits and intangible benefits of ERP	Chapter 3,4,7 (ERP)	Case. Epicor at Energizer Holdings Pg. 352
22-26	ERP Solutions	ERP Solutions: Overview of ERP software solutions - Small, medium and large enterprise vendor solutions. Planning, Evaluation & selection of ERP systems, total costs of ownership	Chapter 10,11, 13,14 (ERP)	Case. SAGE at Agarwal Fastners pg. 350
27-30	ERP Life Cycle	Development Life Cycle and Consulting Issues in ERP Project Lifecycle	Chapter 18, 19 (ERP)	Case: Netsuite ERP Implementation

Date: August 31, 2021

Course Coordinator: Dr. Vishal Gupta



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20M12BIA16: DATA MANAGEMENT AND ANALYSIS USING R

Semester III

Course Outline

Course Credit:	3 (42 hours)
Course Coordinator	Mr. Gautam Prakash
Target learners:	MBA (2020-2022 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Email ID:	guest8.jbs@mail.jiit.ac.in

Course Description:

This course will provide a foundation in the area of data science and business analytics based on data curation and statistical analysis.

Course Objectives

- The primary goal of this course is for students to learn data analysis concepts and techniques that facilitate making decisions from a rich data set.
- It will help students understand how to use data analysis tools, and especially, provide an opportunity to utilize an open-source data analysis tool, R, for data manipulation, analysis, and visualization.

Course Outcomes

After this course, students will be able to -

COURSE OUTCOMES		COGNITIVE LEVEL
C166.2.1	Understand the nuances of data manipulation, visualization and analysis	Understand Level (Level 2)
C166.2.2	Make use of the tools and techniques for data manipulation, visualization and analysis	Apply Level (Level 3)
C166.2.3	Discover and compare different packages in R software for data manipulation, visualization and analysis	Analyze Level (Level 4)
C166.2.4	Create reports, dashboards etc using R to communicate with the outside world	Create Level (Level 6)

Pedagogy:

The course will involve a healthy balance of classroom discussion and related activities, which will generally include a mixture of lectures and practice tests.

Evaluation:

Sl. No.	Component	Weightage %	Tentative week of completion
1	Teacher's Assessment	25%	Quiz, Test, Assignments, Class Participations etc.
2	T1	20%	4 th Week
3	T2	20%	8 th Week
4	T3	35%	14 th Week

Session Plan:

Session No.	Theme of the day	Topics	Readings	Cases/Activities/Exercises/MOOC/Onlineresources/Videos
1 - 4	Introduction	Data Management Data Import	Ch. 1	Activities: Recent developments in Data Management
5-10	Basic components	Data Structures/Creation	Chap 2	Exercise: Transforming Your Data with dplyr
11-14	Preparation	Data Transformation	Chap 3	Exercise: Test for missing values
15-18	Visualization	Data Visualization with ggplot2	Chap 4	Exercise: Graphics using R
19-22	Initiating analysis	Exploratory Data Analysis	Chap 5	Exercise: Call Center Dataset
23-26	Advanced concepts	Pipes with magrittr	Chap 6	Project work
27-30		Functions How and why to use functions, applications	Chap 7	Exercise: Purchase Orders dataset
31-36		Iteration with purr Introduction of purr package	Chap 8	Project work using Kaggle dataset
37-40	Model building	Modelling Data modelling	Chap 9	
41-42	Reporting	Communication Report, dashboards, customization of reports	Chap 10	

Date: August 31, 2021**Course Coordinator: Mr. Gautam**

Prakash



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20M12BIA17: PREDICTIVE ANALYTICS

Semester III

Course Outline

Course Credit:	3 (42 hours)
Course Coordinator	Prof. Ajit Kumar
Target learners:	MBA (2020-22 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Email ID:	ajit.kumar@mail.jiit.ac.in

Course Description:

As organizations collect more data and begin to summarize it, there is a natural progression toward using the data to improve estimates, forecasts, decisions. and ultimately, efficiency. Predictive Analytics is the process of discovering interesting and meaningful patterns in data.

Course Objectives

- To learn the predictive analytics process
- To build robust prediction models to solve business problems

Course Outcomes

After this course, students will be able to -

COURSE OUTCOMES		COGNITIVE LEVEL
C166.6.1	Understand the predictive modelling process	Understand Level (Level 2)
C166.6.2	Make use of the different predictive analytics techniques in various business problems	Apply Level (Level 3)
C166.6.3	Distinguish and draw inferences from the output generated using the different prediction models	Analyze Level (Level 4)
C166.6.4	Build theory by examining the relationships among various business variables of interest	Build Level (Level 6)

Pedagogy:

The course will involve a healthy balance of classroom discussion and related activities, which will generally include a mixture of lectures and practice tests.

References

1. Applied Predictive Analytics, Dean Abbott, Wiley, 2016
2. Predictive analytics, Eric Siegel, Wiley, 2013

Evaluation:

Sl. No.	Component	Weightage %	Tentative week of completion
1	Teacher's Assessment	25%	Quiz, Test, Assignments, Class Participations etc.
2	T1	20%	4 th Week
3	T2	20%	8 th Week
4	T3	35%	14 th Week

Session Plan:

S. No.	Topics	No. of sessions in Hour
1	Overview of Predictive Analytics What is Predictive Analytics? Why to use it? Challenges and various types	2
2	Setting Up the Problem CRISP-DM, Defining data and target variable, success measures	3
3	Data Understanding Dataset summaries, Data Visualizations	4
4	Data Preparation Variable cleaning, Feature Creation	4
5	Item sets and Association Rules Terminology, Parameter settings, Association rules	4
6	Descriptive Modeling Data preprocessing issues, PCA, Clustering	4
7	Interpreting Descriptive Models Standard Cluster Model Interpretation	3
8	Predictive Modeling Decision Tree, Logistic Regression, Neural Network, KNN, Naïve Bayes, Linear Regression	6
9	Assessing Predictive Models Batch Approach	4
10	Model Ensembles Bagging, Boosting	4
11	Model Deployment Deployment Steps	4
	Total	42

Date: August 31, 2021

Course Coordinator: Mr. Ajit Kumar



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20M12BIB11: Cross Cultural Management

Semester 3(ODD)

August – December 2021

Course Outline

Course Credit:	3
Learning Facilitator:	Prof. Y.N. Kaushal
Target learners:	MBA (2020-22 Batch), Semester 3
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Meeting Time:	By Appointment
Email ID:	ynkaushal@gmail.com

1. Course Introduction

Today's world's economy is increasingly global. As a result, demand continues to grow for individuals who understand the global context of business: from the logistics of international trade and cross-border investments to the cultural and ethical issues that are imbued in the practice of business around the world. By studying international business, you will learn about world cultures and societies, and be challenged to approach issues from different perspectives. These skills are increasingly valuable to employers faced with the challenge of opening and integrating multiple markets and achieving cohesion and collegiality in increasingly diverse workforces.

This course is an attempt at providing foundational knowledge associated in the domain of International Business. It has the basic and holistic coverage of topics needed to provide students with an in-depth understanding of the global practices across the spectrum of business fields..

2. Course Outcomes

After this course, students will:

S.No	Description	Cognitive Level (Blooms Taxonomy)
1	Understand the complex and changing environmental forces that impact international business, and how companies can effectively adapt to these forces.	Understand Level(Level 2)
2	Assess the attractiveness of potential international markets, as well as the alternatives for entering and expanding within these markets.	Evaluate Level (Level 5)
3.	Evaluate cross-cultural leadership and management practices that will	Evaluate Level (Level

	promote success in international business	5)
4.	Discuss global issues in the context of cross cultural management that will allow them to gain deeper insights in world issues and will allow them to keep on top of issues that may affect them as individuals and as part of a larger entity.	Create Level (Level 6)

CO Code	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C161.1.1	2	2	2	1	2	2	2	1	1	3
C161.1.2	5	3	3	3	2	2	2	1	1	3
C161.1.3	5	3	3	3	2	2	2	1	1	1
C161.1.4	6	3	3	3	3	3	2	1	1	3
C161.1		3	3	3	2	2	2	1	1	3

3. Learning Outcome

The learning objectives of this course are as follows:

- Understand fundamentals of cross-cultural communication
- Understand cultural challenges in international marketing
- Appreciate different negotiating styles used in different cultures
- Understand global relevance of motivation and leadership theories and their application in different national cultures

4. Pedagogy

The course will involve a healthy balance of classroom discussion and case discussions which will generally include a mixture of lectures and Research Project.

5. Text Book:

Global Business – A South Asian Perspective, Mike W. Peng, Dheeraj Sharma, Publisher Cengage India, Print Version 2017, ISBN 978-81-315-3313-0

Cross Cultural Management : Concepts and Cases, Shobhana Madhavan, Oxford, ISBN 978-0-19-945830-1

6. Additional Readings and References:

1. International Business – Environments & Operations, Daniels, Radebaugh, Sullivan, Salwan Publisher Pearson, Print Version 2017 , ISBN 978-93-325-4822-0
2. International Business 5e, Francis Cherunilam, Publisher PHI, Print version 2010, ISBN 978-81-203-4214-9

7. Evaluation Details:

Sl. No.	Component	Weightage (%)
1	Presentations	10%
2	Assignments	15%
3	T1 Test	20%
4	T2 Test	20%
5	End Term Test	35%

7.1 Presentations (10%)

There will be one Presentation exercise of 10 marks. The material required will be handed out by the Course Instructor.

7.2 Assignments (Individual/Group) (15%)

Students have to make a group of 5 or 6 students of their class and need to identify a research project, latest by the second week of the course. Course coordinator will facilitate in guiding for selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

7.3 T1 Test (20%)

T1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a ‘closed book’ descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4T2 Test (20%)

T1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a ‘closed book’ descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 End Term Test (35%)

End Term Test will be at the end of the trimester and will cover the entire course. This will also be a ‘closed book’ test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

8. Session Plan:

Session	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises
1-3	Globalizing Business	1	<ul style="list-style-type: none"> • Avon fights recession – One lipstick at a time • GE innovates from Base of Pyramid
4-6	Understanding Politics Laws & Economics	2	<ul style="list-style-type: none"> • Adam Smith Vs. Deng Xioping • Managing Political risk in the Middle East : A focus on Libya
6-11	Emphasizing Cultures, Ethics & Norms	3	<ul style="list-style-type: none"> • Partying in Saudi Arabia • Siemens Needs to Clean up around the Globe
12-14	Communicating Across cultures	CCM – Chapter 3	<ul style="list-style-type: none"> • Jayant Gets the Blues • Critical Thinking Exercise on Presentation Styles
15-16	Culture and Marketing	CCM – Chapter 4	<ul style="list-style-type: none"> • Marketing Tej Yamato Cars in Africa • Doing Business in Japan
17-18	Negotiating Across cultures	CCM – Chapter 5	<ul style="list-style-type: none"> • Negotiating an Outsourcing deal in China • Doing Business in Nigeria
19-20	Motivation and Leadership across Cultures	CCM – Chapter 6	<ul style="list-style-type: none"> • When Commoners take over the Royalty – Mex Cem’s Takeover of Royal British Cement Company • Doing Business in Brazil

Date: August 26th 2021

Course Coordinator: Prof. Y.N. Kaushal



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20M12BIB18: INTERNATIONAL TRADE OPERATIONS AND LOGISTICS

Semester III

August 2021- December, 2021

Course Outline

Course Credit:	4
Learning Facilitator:	Dr. Shriram A. Purankar
Target learners:	MBA (2020-22 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	As per appointment
Phone:	0120 - 2400974 Ext 474 (MOB: 9811075695)
Email ID:	shriram.purankar@jiit.ac.in, purankar@gmail.com

1. Course Introduction

International Trade Operations and Logistics is the core to successful global marketing and generally is referred as heart and soul of foreign trade. An international company has to take care of ensuring that export and import operations result in satisfaction of commercial requirement of the trading partners as well as legal necessity of the transactions. Trade procedures and documentation play a vital and important role in dealing with such related issues. The main objectives of the course are to enable the participants to organize and carry out the internal functions, documentation and procedures, which are necessary for effective and profitable exports and imports.

2. Course Objective

- To explain the various regulatory formalities which the firm has to complete for getting started in international trade.; and
- Understanding the role of trade documentation & procedure in international trade transactions.

3. Learning Outcome

After this course, students will be able:

S.No	Description	Cognitive Level (Blooms Taxonomy)
1	Understand regulatory formalities required for	Understand Level(Level 2)

	international trade.	
2.	Choose appropriate method of payment for an international trade transaction	Apply Level (Level 3)
3.	Examine the concepts in international trade operations and logistics to appreciate the modalities of international trade.	Analyze Level (Level 4)
4.	Discuss documentary aspects of an export import transaction along with their implications on export sales contract	Create Level (Level 6)

CO –Code	COs	BTL	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C167.8.1	Understand regulatory formalities required for international trade.	2	3	3	2	2	2	2	1	1	3
C167.8.2	Choose appropriate method of payment for international trade transaction	3	3	3	3	2	2	2	1	1	3
C167.8.3	Examine the concepts in international trade operations and logistics to appreciate the modalities of international trade.	4	3	3	3	2	2	2	1	3	1
C167.8.4	Discuss documentary aspects of an export import transaction along with their implications on export sales contract	6	3	3	3	2	2	2	1	3	3
C167.8	Avg.		3	3	2.75	2	2	2	1	2	2.5

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and Research Project.

5. Text Book:

- International Trade Operations By Dr. Ram Singh Excel Publication First Edition 2009
- **International Trade Logistics by Dr. Ram Singh Oxford University Press 2015**
- Export Import Management by Justin Paul and Rajiv Aserkar

6. Additional Readings and References:

- Export Documentation and Procedure A-Z by Paras Ram; Anubhuti Publications
- Export Documentation & Procedure by Nabhi Kumar Jain; Nabhi Publications

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	10%	SURPRISE QUIZ
2	Research Project./ Presentations/ Assignment	15%	After T2

3	T1 Test	20%	As per Academic Calendar
4	T2 Test	20%	As per Academic Calendar
5	T3 Test	35%	As per Academic Calendar

7.1 Case Study Analysis (10%)

There will be One Case Study which will be given to the students and they will be asked to answer the questions which of 10 marks that will be counted for teacher's assessment component of the grade.

7.2 Research Project (15%)

Students will be divided into groups of 3-4 students and they will be asked to prepare presentation on the following topics:

- Packing and Packaging
- Labelling and Marking in International Logistics
- Inventory Management in International Logistics
- Warehousing
- Unitization, Palletization and Stowing of Cargo
- India's Transport Infrastructure
- Air Transport
- Ocean transportation

7.3 T1 Exam (20%)

T1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.3 T2 Exam (20%)

T2 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 End Term Exam (35%)

End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8. Session Plan:

Session No.	Topics	Readings/Chapters	Cases/Activities
1-3	Intro to International Trade operations Getting Started In International Trade- Step by Step Procedure Role of Government/ Semi Government Agencies in Export Promotion	Chapter 1 and Chapter 2 – Prescribed Text Book	Import Procedure Video Link https://www.youtube.com/watch?v=QOOebvWVRYg Export Procedure Video Link 1. https://www.youtube.com/watch?v=KmniAhgmHLU 2. https://www.youtube.com/watch?v=BTQX1SKfkGw
3-5	International Trade Documentation	Chapter 20 Prescribed Text Book	Class Discussion on Case Study: Kelkar and Alpha Tyres Week 3 From Textbook EX-IM Management, Justin Paul
6-7	International Sales Contracts		Examples of Sales contracts Case Study: Thomsons & Sons – Exporting Dilemma

			Week 4 From Textbook EX-IM Management, Justin Paul
8-9	Understanding Incoterms	Chapter 11 Prescribed Text Book	Class Exercise on Incoterms Case Study : Pricing EXIM Incoterms Week 5 From Textbook EX-IM Management, Justin Paul
10-12	Mode Of Payments & Export Credit Risk Management	Chapter 21 Prescribed Text Book	Class discussion on video https://www.youtube.com/watch?v=cIM5SdLI58g Documents against Payment https://www.youtube.com/watch?v=1h-QQOaLxol Document against Acceptance https://www.youtube.com/watch?v=nrY1bZp6K18
13-14	Packing, Packaging, Labelling & Marking	Chapter 5, Chapter 6 Prescribed Text Book	Presentation by Students on the Chapter
15-16	Unitization, Palletization, Dry Ports and Transport Infrastructure	Chapter 9 & 10 Prescribed Text Book	Presentation by Students on the Chapter
17-18	Containerization and Its benefits, Role of Intermediaries in Trade Logistics	Chapter 15, Prescribed Text Book	Case Study: Freight Rate Tricks Case Study : Shipping Conference vs. Shipping Council Week 9 From Textbook EX-IM Management, Justin Paul
19	Frauds in International Trade	Reading Material https://www.fatf-gafi.org/media/fatf/documents/reports/Trade%20Based%20Money%20Laundring.pdf	Class Discussion on Frauds in International Trade
20	Case Study Discussion on application of Methods of Payments – Case Study: Ferro Industries exporting challenge in a small firm	Case Study Ferro Industries exporting challenge in a small firm Ivey Case Handout to be given to students via email	Class Discussion on the Assigned Case study and Case Study Questions

Course Coordinator: Dr. Shriram A Purankar



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20M12BMM11: Product and Brand Management

Semester III

August to December 2021

Course Outline

Course Credit:	3
Learning Facilitator:	Dr. S. Suresh
Target learners:	MBA (2020-22 Batch), Semester III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 4th Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 484
Email ID:	s.suresh@jiit.ac.in

1. Introduction

The Indian market is witnessing stiff competition amongst domestic and international players. Indian economy is also witnessing consistent growth and rise in disposable income. Consumers are becoming more discerning. They are looking for newer products and superior quality and performance. In this context of fast changing Indian market, this course gives the contemporary concepts in new product development, product management, and brand management.

2. Course Objectives

- To present a contemporary view of Product and Brand management.
- Enhance understanding of the complexities of a company's market offer and the need for Product and Brand management
- To give an understanding of the role, tasks, techniques and tools of successful Product and Brand Management

3. Course Outcomes

CO Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C153.3.1	Understand Product & Brand Management Concepts	3	2	3	2	2	2	3	1	3
C153.3.2	Remember Stages of New Product Development	3	2	3	1	2	2	2		3

C153.3.3	Apply PBM Knowledge in Product and Brand Mgmt.	3	3	3	2	2	2	2	2	3
C153.3.4	Analyse Brand Performance in the market	3	3	2	2	2	2	2	1	2
C153.3.5	Develop and Implement Brand Marketing Programs	3	3	3	3	2	2	2	1	2
C153.3.6	Evaluate Brand Performance	3	3	3	2	2	2	1	1	2
C153.3	Average	3	3	3	2	2	2	2	1	3

4. Pedagogy

The course will involve a good balance of classroom discussion and experiential activities which will generally include a mixture of lectures, exercises and case analysis.

5. Text Books:

(i) Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Isaac Jacob, Kevin Lane Keller, Ambi M. G. Parameswaran Published by Pearson, 4th Edition, 2015

(ii) Product Management, Donald R. Lehmann, Russell S. Winer Published by McGraw-Hill, 4th Edition, 2006

6. Reference Books:

1. Michael Baker, Susan Hart, "Product Strategy & Management," Pearson Education
2. Ramanuj Majumdar, "Product Management in India", 3rd Ed., Prentice Hall of India
3. Karl T Ulrich, Steven D Eppinger, Anita Goyal, "Product Design and Development", 4th Edition, McGraw Hill Higher Education.
4. Leslie de Chernatony & Malcolm McDonald, "Creating Powerful Brands", 3rd Edition, Butterworth- Heinemann
5. Matt Haig, "Brand Royalty", Kogan Page India.
6. Kapferer, Jean Noel, Strategic Brand management, Kogan Page
7. Kirti Dutta, "Brand Management", Oxford University Press
8. A. K. Chitale, Ravi Gupta, "Product Policy and Brand Management", PHI
9. Kevin Lane Keller, "Best Practice Cases in Branding", Pearson Education

7. MOOC Registrations: To be conveyed in the class

8. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative date of completion
1	Quiz	10%	(16/09/2021)
2	Project	15%	30/10/2020
3	T1-Test	20%	As per Schedule
4	T2-Test	20%	As per Schedule
5	End Term Test	40%	As per Schedule

8.3 Quizzes (10%)

Quiz will be administered on all pre announced chapters covered from the text book thrice during the term.

8.4 Project (10%)

Project will be assigned to a small group of students. Students will have to choose a project in consultation with the instructor.

8.5 T1-Exam (20%)

T1-Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8.6 T2-Exam (20%)

T2-Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem-solving question-based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

8.7 End Term Exam (35%) End Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' exam based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action

9. Session Plan:

S. No.	Topic	Book Chapters	Cases Study/Exercises
1-5	Launching and Managing Products Product Management Concepts New Product Development Process Managing Products during Growth and Maturity Stage Deleting a Product	1,2,3 Product & Brand Management, Tapan Panda	Video Case: American Express: Managing a Financial Services Brand
6-10	Environment Analysis Category Attractive Analysis Competitor Analysis Customer Analysis	4,5,6 Product Management Lehmann & Winer	Video Case: Nivea: Managing a Multi-Category Brand
11-15	Product Management Trends Harnessing and Managing Product Data Lean Innovation Product Training Succeeding in PM Interviews	The P.M. Survival Guide- Steven Haines/ Master P.M – Kevin Brennan Cracking the PM Interview – McDowell & Bavaro	Role Play: Product Demonstration Mock Interview: Product Management
16-20	Brand Management Process Brand Management Concepts Brand Choice Decisions and Models Brand Communication Influencer Marketing and Brand Management	1,2,3 Text Book Strategic Brand Management	Video Case: Harley Davidson
21-25	Brand Value Brand Positioning Brand Personality Brand Valuation	4,5,6 Text Book Strategic Brand Management	Exercise: Identification of Brand Personality

	Brand Tracking and Monitoring		
26-30	Brand Equity Customer Based Brand Equity Building Brand Equity Measuring Brand Equity Co-Branding	2,5,10 Text Book Strategic Brand Management	Video Case: Dunkin donuts
31-35	Brand Management Building Brands Managing Brands Designing and Implementing Brand Strategies	8,9,10 Text Book Strategic Brand Management	Case Study: Kraft Heinz: The \$8 Billion Brand Write-Down Harvard Case
36-39	Expanding Brand Horizon Brand Extension Brand Portfolio Management Managing Brands Globally	11,12,13,14 Text Book Strategic Brand Management	Video Case: Nike: Building a Global Brand
40-41	Branding Efforts-1 Brand Experiences Digital Branding Employment Branding Chatbots and Immersive Technology	19,20, 21,22 Product & Brand Management-Tapan Panda	Video Case: Intel: Building a Technology Brand
42-43	Branding Efforts-2 Branding of Cities Branding of NGOs Branding Research	Internet Sources	Case Study: Brand Research
44	Branding of Small Businesses Creating a Brand Identity Brand Messaging	Internet Sources	Case Study on Small Business
45	New Brand Strategies Researching Target Clientele Developing Content Marketing Strategy	Internet Sources	Video based discussion on Brand Strategies

Course Coordinator: Dr. S. Suresh

Date: August, 2021



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17M12BMM16:SERVICES MARKETING

Semester IV

January 2021 – April, 2021

Course Outline

Course Credit	: 3
Course Coordinator	:Dr. Archana Shrivastava
Target learners	: MBA (2019-21 Batch), Semester-IV
Learning Days	: As per time schedule
Faculty Office	: Arya Bhatt Bhawan II, 3rd Floor
Email ID	: archana.shrivastava@jiit.ac.in

1. Course Introduction

As consumers, we use services every day and new services are continually being launched to satisfy existing and nascent consumer needs. Services have special characteristics and subsequently specific marketing strategies will need to be formulated for them. The Course outline is a dynamic document. Hence, the learning facilitator may change the document, if needed, in order to enhance the learning output and the same will be communicated in the class in advance.

2. Course Objectives

- The course on Services Marketing aims at helping students understand services in totality, and gain insights into developing suitable marketing strategies for different services for the growth and development of the service businesses and customer satisfaction.
- The course explores Services across a diverse range of domains spanning from IT, Hospitality, Financial Services, Consulting, Healthcare, Banking etc.

3. Course Outcomes

At the end of this course students will be able to

- Understand the basic concepts of services marketing.
- Identify the differences between product and service context specially in pricing and branding.
- Analyze service distribution performance through intermediaries.
- Evaluate the delivery of services, service gaps and ways to ensure customer satisfaction and service recovery.
- Design and manage the service process through flow charting and blueprinting.

CO Number	Course Outcome	BTL	P1	P2	P3	P4	P5	P6	P7	P8	P9
1	Understand the basic concepts of services marketing	Understand-2	3	1	1	1	1	1		1	2

2	Identify the differences between product and service context specially in pricing and branding	Understand-2	3	2	2	1	1	2		1	2
3	Analyze service distribution performance through intermediaries	Analyze-4	3	3	3	1	2	2	2	2	3
4	Evaluate the delivery of services, service gaps and ways to ensure customer satisfaction and service recovery	Evaluate-5	3	3	3	1	2	2	2	2	3
5	Design and manage the service process through flow charting and blueprinting.	Create-6	3	3	3	1	3	3	2	3	2
Avg			3	2.4	2.4	1	2	2	2	2	2.4

4. Recommended Text Books

- Lovelock C., Wirtz J., Chatterjee J. (LWC): “Services Marketing- People, Technology, Strategy: A South Asian Perspective” 8th Ed, 2017, Pearson Education
- Services Marketing, Zeithaml, Bitner, Gremler, Mc Graw Hill Education, Sixth Ed.
- Services Marketing : Concepts, Strategies & Cases. K. Douglas Hoffman | John E.G. Bateson

5. Evaluation Details

There will be continuous evaluation spread across the semester. The marks spread are as under:

Topic	Marks
T1	20
T2	20
T3	35
Quiz	5
Case Study Development (Group Assignment)	15
Class Participation (Individual)	5

6. Pedagogy

The course will involve balanced mix of teaching pedagogy. I will strive to make the classes interactive so that students can correlate the theories with practical examples for better understanding. Lectures will be supplemented by case studies to enhance students' analytical, problem solving and decision making skills. This facilitates experiential learning among the students as they face real business issues, apply their classroom knowledge and strengthen their business acumen. Students will work in teams wherein they learn to work and adapt with diverse workforce while working on specified assignments. Moreover, various managerial and negotiation skills get fostered in the students. Students would undertake group project(s). Herein, the students are expected to research and analyse latest industry developments, incorporate theoretical concepts, understand and propose innovative solutions to the business challenges. Students are expected to read the chapter from the prescribed book beforehand to make sessions more productive and focused.

	Topic	Readings	Class Activities
1-4	Introduction to Services	Chapter 1 New Perspectives on Marketing in the Service Economy	Briefing on course objective and course outcome, Introduction to Services Video The Burj al Arab Hotel Burj Al Arab Hotel: http://www.youtube.com/watch?v=RLeB8FtP5rk Ski Dubai: https://www.youtube.com/watch?time_continue=4&v=iT6gNUIXbNs Keep America Beautiful: http://www.youtube.com/watch?v=j7OHG7tHrNM
5-8	Consumer Behavior in a services context	Chapter 2 Consumer Behavior in a Services Context	Discussion Case Analysis Case 3 Dr. Beckett's Dental Office 448
9-12	Positioning Services in competitive markets	Chapter 3 Positioning Services in Competitive Markets	Discussion Case Analysis Case 5 Giordano: xpansion 463
13-16	Distributing services through physical/electronic channels	Chapter 5 Distributing Services Through Physical and Electronic Channels 1	Discussion Case Analysis : Case 6 Distribution at American Airlines
17-20	Exploring business models THE PRICING OF SERVICES	Chapter 6 Setting Prices and Implementing Revenue Management	Discussion, Case Analysis, Case 8 Revenue Management of Gondolas: Maintaining the Balance Between Tradition and Revenue 490
21-24	Educating customers & promoting the value proposition	Chapter 7 Promoting Services and Educating Customers	Discussion, Case Analysis, Case 12 Menton Bank 521 Videos Pepsi: https://www.youtube.com/watch?v=Ff3Q5Qp9FJ0 Aflac: https://www.youtube.com/watch?v=X8orTQuG29Y Hyatt: https://www.youtube.com/watch?v=nMGF7MnoZBs Ritz-Carlton: https://www.youtube.com/watch?v=tOaVHjszNpI

25 - 28	Designing and Managing Service Processes	Chapter Designing and Managing Service Processes	8 Discussion, Case Analysis Case 9 Aussie Pooch Mobile 494
29 - 32	DEFINING AND MEASURING CUSTOMER SATISFACTIO N	Hoffman Chapter 11	
33 - 36	Managing relationships & building loyalty	Chapter Managing Relationships and Building Loyalty 3	12 Case 13 Dr. Mahalee Goes to London: Global Client Management 531 Case 14 Hilton HHonors Worldwide: Loyalty Wars 533 Zappos Culture of Customer Service: https://www.youtube.com/watch?v=SCwfxEpQIHk Zappos CEO: https://www.youtube.com/watch?v=IwE1zb9fiVs Cancel AOL: https://www.youtube.com/watch?v=xmpDSBAh6RY Chick-fil-A: https://www.youtube.com/watch?v=NsJHqstPuNo
37 - 40	Improving service quality & productivity	Chapter Improving Service Quality and Productivity	14 Langham Hotel: https://www.youtube.com/watch?v=nb_5j-eSf04

Date: August 31, 2021

Course Coordinator: Dr. Archana Shrivastava



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20M12BMM18 : Consumer Behavior

MBA 2019-21 Batch
Trimester –III (July-December 2021)
Course Outline

Course Code : 20M12BMM18
Course Title : **Consumer Behavior**
Course Credit : **3**
Name of the Faculty : Dr. Garima Srivastav
Email ID : garima.srivastav@jiit.ac.in

1.Course Introduction

This course focuses on learning key concepts, skills, applications, analysis and marketing strategy development related to the influences on consumer behavior including consumer decision making process.

2.Course Objective

- To provide an understanding of factors influencing Consumer behavior.
- To help understand the Consumer decision making process.
- To appreciate the impact of consumer behavior on Marketing Decisions.

3.Course Outcomes

CO Code	CO	BT L	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C153.7.1	Comprehend concepts of consumer behaviour with real life and reflect upon the decision problems and the need for societal marketing and marketing ethics in building a customer centric business.	2	3	2	1	1	1				3
C153.7.2	Apply concepts of consumer behaviour for solving business problems.	3	3	3	3	2	1		1		3
C153.7.3	Examine situations related to consumer decision making and consumption processes.	4	3	3	3	1	2	1			
C153.7.4	Design marketing strategies based on consumer knowledge and research.	6	3	3	3	3	3	2	3		3
C153.7	Average		3	3	3	2	2	2	2		3

4.Text Book:

- Del I Hawkins, David L Mothersbaugh, Amit Mukherjee “Consumer Behaviour –

Building Marketing Strategy”, Latest Edition, McGraw Hill.

5. Additional Readings and References:

- Ramanuj Majumdar, “Consumer Behaviour- Insights from Indian Market”, PHI Learning Private Ltd.” 2010
- Schiffman L. G., Kanuk L.L., “Consumer Behaviour”, Prentice Hall of India

6. Evaluation Details

Sl. No.	Component	Weightage %	Tentative week of completion
1	Teacher’s Assessment	25%	Quiz, Ppt, Assignments, Class Participations etc.
2	T1	20%	4 th Week (Tentative)
3	T2	20%	8 th Week (Tentative)
4	T3	35%	14 th Week (Tentative)

6.1. Quiz (10%)

There will be a quiz of 10 marks after first 2 weeks.

6.2. Assignment/ppt (10%)

There will be assignments of 10 marks on conceptual and practical aspects of CB.

6.3. Project (10%)

Students have to make a group of 4 or 5 students of their class and need to identify a project, latest by the third week of the course. Faculty will facilitate in guiding for selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the faculty in the class.

6.4 T3 End-Term Exam (35%)

End-Term Exam will be at the end of the trimester and will cover the entire course. This will also be a ‘closed book’ test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7. Pedagogy

The course will involve a healthy balance of lecture and classroom discussion and case discussions on each module. The students must come to class fully prepared having read the text materials and case studies indicated in the session plan. The course coordinator will provide adequate guidance for individual and group work.

8. Session Plan

Session No.	Topics	Readings	Cases/Activities / Exercises
1-3	Consumer Behavior & Marketing Strategy		
	Applications of Consumer Behavior Basic Consumption Process Marketing Strategy and Consumer Behavior Consumer Behaviour in Digital Era – Application of AI and Big Data Analytics Consumer Research Green Consumers	Consumer Behaviour , 2016" Schiffman, Kanuk and Kumar, Pearson Chapter 1 .	Design a research design for consumer mapping
3-6	Demographics & Social Stratification		

	Urban/Rural Composition Measuring Social Status Segmentation, Targeting and Positioning; Repositioning The consumer segment and the specific shopping rules that these segments Brand Positioning	Consumer Behavior 2016"Schiffman,Kanuk and Kumar, Pearson Chapter 3 Macdonald E, Wilson H, Konus U. Better Customer Insight--in Real Time. Harvard Business Review [serial online]. September 2012;90(9):102-108. Available from: Business Source Elite, Ipswich, MA	<ul style="list-style-type: none"> • Develop profiles for different segments of products of Hotels , Banks , FMCG , Telecom instruments , education , Pharma , media • Netflix Segmentation • Nano repositioning • Mother energy drink repositioning. • Lipton tea
7-9	Motivation and Emotions		
	Theories of Motivation Role of Motives in guiding behavior Emotions and Marketing Strategy	Consumer Behavior, 2016"Schiffman,Kanuk and Kumar, Pearson Chapter 4. Del Hawkins, 11th Edition, MC Graw Hill chapter 5	<ul style="list-style-type: none"> • Read article on Motivation
10-12	Personality		
	The Nature and Theories of Personality: Personality Traits and Consumer Behavior Use of Personality in Marketing Practice Brand Personality	Consumer Behavior, 2016"Schiffman,Kanuk and Kumar, Pearson Chapter 5. Ariely D, Norton M. How self-Concepts Affect Consumption. Harvard Business Review [serial online]. June 2009;87(6):14-16. Available from: Business Source Elite	<ul style="list-style-type: none"> • Develop Promotional plans according to different personality set
13-15	Self Concept and Life- Style		
	The Self and Self-Image Using Self Concept to position products VALS framework International Lifestyles	Consumer Behavior , 2016"Schiffman,Kanuk and Kumar, Pearson Chapter 5. Ariely D, Norton M. How self Concepts Affect Consumption. Harvard Business Review [serial online]. June 2009;87(6):14-16. Available from: Business Source Elite	<ul style="list-style-type: none"> • Develop Promotional plans according to different personality set
16-20	Perception		
	<ul style="list-style-type: none"> • Complexities in Consumer Perception • Perceptual Mapping • Consumer Imagery 	Consumer Behaviour , 2016"Schiffman,Kanuk and Kumar, Person Chapter 6	<ul style="list-style-type: none"> • Develop Perceptual mapping of any Brand from Automobile sector
21-25	Consumer Learning		
	<ul style="list-style-type: none"> • Learning Theories • General Characteristics of learning • Consumer Learning 	Consumer Behaviour, 2016"Schiffman,Kanuk and Kumar, Person Chapter 7 .	Develop understanding of how consumer learn and plan for learning cycle for a new launch
26-30	Influencing Attitudes		

	<ul style="list-style-type: none"> • Theory and Models of attitude formation • Functions of Attitudes • Levels of decision making • Consumer Decision-Making Model • Diffusion of Innovations • The consumer segment and the specific shopping rules that these segments • Diffusion and Adoption of Innovations • influence consumer acceptance of new products • Cognitive dissonance • Consumer Gifting Behavior • Nature of Reference Group Influence • Communication within groups and Opinion leadership 	Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 4	Blockbuster And Netflix: A Fairytale Of Innovation Develop ability to map attitude and suggest measures to change attitude
30-35	Influence of Culture		
•	<ul style="list-style-type: none"> • Customs and beliefs • Cross-Cultural Consumer Behavior: An International Perspective 	<ul style="list-style-type: none"> • Consumer Behavior, 2016"Schiffman, Kanuk and Kumar, Pearson Chapter 12 Solomon, 11th Edition, PHI chapter 11 	<ul style="list-style-type: none"> • Prepare a presentation on Cross Cultural factors in different categories, across the cultures
35-40	Households and Family Influences		
	<ul style="list-style-type: none"> • Family Decision-Making and Consumption-Related Roles • The Family Life Cycle; • Roles of household members in the consumer decision process 	<p>Consumer Behaviour-Insights from Indian Market, Ramanuj Majumdar, Prentice Hall of India, 2010 edition, Chapter 15</p> <p>Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson Education, 10th edition, 2010, Chapter 10</p>	

Course Coordinator: Dr. Garima Srivastav



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20M12BMM19: Customer Relationship Management Semester III (August 2021-December 2021)

Course Outline

Course Credit:	3
Learning Facilitator:	Dr. Charu Sijoria
Target learners:	MBA (2020-22 Batch), Semester-III
Phone:	0120 - 2594481 Ext 481
Email ID:	charu.sijoria@jiit.ac.in

1. Course Introduction

With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. Organizations are now using software to develop marketing databases which can be used for deriving actionable information.

2. Course Objective

The learning objective of this course are:

- This course aims at providing students with a comprehensive understanding of the processes and software components involved in diverse CRM systems
- As CRM efforts facilitate the development of a greater understanding about customers, the course focuses on the practical application of CRM across different sectors.

3. Course Outcome

At the end of this course, students will be able to:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C153.8.1: Understand the fundamentals of CRM.	3	3	3	2					3
C153.8.2: Identify the role of business intelligence in decision making for effective CRM.	3	3	3	2			1		3
C153.8.3: Analyze the impact of CRM on Sales and Marketing strategy.	3	3	2	3		1		3	
C153.8.4: Evaluate the effectiveness of CRM tools and techniques for various businesses.	3	3	3	3			2	3	3

4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures, business cases discussion and live projects.

5. Text Book

N. H. Mullick (2016). Customer Relationship Management. New Delhi: Oxford University Press.

6. Additional Readings and References:

- Jaspreet Kaur Bhasin (2012). Customer Relationship Management. New Delhi: Dreamtech Press.
- G. Shainesh, Jagdish Sheth (2005). Customer Relationship Management-A Strategic Perspective. Macmillan Publisher.

7. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz (TA)	10%	6-12-16
2	Project/ Assignment (TA)	15%	10-15
3	T1 Exam	20%	7
4	T2 Exam	20%	13
5	End Term Exam	35%	19

7.1 Quiz (10%)

There will be two class quizzes/tests of 10 marks each. The best of two quizzes/test will be considered for the purpose of evaluation against teacher's assessment component.

7.2 Individual /Group Project (15%)

Students have to make a group of 3 or 4 students of their class and need to identify a real time project. Course coordinator will facilitate in guiding for selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

7.3 T1 Exam (20%)

T1 Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

7.4 T2 Exam (20%)

T2 Exam will be at the end of the semester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7.5 End Term Exam (35%)

End Term Exam will be at the end of the semester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

8. Session Plan:

Session	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-4	Introduction to CRM and its importance	<ul style="list-style-type: none"> • Evolution of Relationship Marketing • Concept of CRM • Types of CRM • Models of CRM • Principles of CRM 	1	NPTEL course registration link: https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg57/ Case Study: CRM at an Indian Kirana Store (Source-Textbook)
5-9	CRM Integration in Organizations and Customer Loyalty	<ul style="list-style-type: none"> • Concept of Integration • Need of Integration in CRM • Factors of Integration in CRM • Customer Loyalty and Retention 	2,3	Activity: Study at least two companies in the hospitality sector and discuss its strategy with regard to acquisition and retention of customers.
10-12	CRM Process	<ul style="list-style-type: none"> • Objectives of CRM Process • 4 C's of CRM • CRM Process in Marketing and Service 	4	Activity: You have been appointed as a CRM Specialist of a new

		Organizations • CRM Cycle		organization. Present a plan to the top management about how you will use CRM to connect your customers and enhance the acceptance of your organization.
13-18	Analytical CRM	<ul style="list-style-type: none"> • Database Management • Database Applications in various Sectors • Data Analysis • Data Mining 	5,6	Activity: Consider any business organization and study its database management system, elaborating the steps involved and management required for better effectiveness.
19-23	Customer Loyalty and Retention Management	<ul style="list-style-type: none"> • Segmentation of Customers • Customer Lifetime Value • Customer Complaint Management • Customer Retention Strategies 	7	Exercise: Practice Problems on calculation of Customer Lifetime value
24-30	Technological Developments in CRM	<ul style="list-style-type: none"> • e-CRM • CRM vs e-CRM • CRM Software • Sales Force Automation • Mobile CRM • Emerging Trends in CRM 	9	Case Study: Raymond India Source: Additional Case Study (Text Book Manual)
31-36	CRM Implementation and Application	<ul style="list-style-type: none"> • Customer Interface and CRM components • Need for Implementing CRM • Implementing CRM Projects • Enterprise Resource Planning • Benefits of CRM Applications 	10,11	Activity: Demonstration and Hands-on exercises of Customer Relationship Management tool, bitrix24
37-42	CRM Assessment	<ul style="list-style-type: none"> • Benefits of CRM • Investments in CRM • ROI in CRM • Hurdles faced during CRM • Failures of CRM 	12	Class Discussion

Course Coordinator: Dr. Charu Sijoria

Date: August 30, 2021



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A-10, Sector 62, NOIDA, 201 307, INDIA, www.jbs.ac.in

MBA 2020-22 Batch; Semester III

Aug – Dec, 2021

20M12BOM24: Materials Management and Warehouse Management

Course Code	:	20M12BOM24
Course Title	:	Materials Management and Warehouse Management
Course Credit	:	04 (3L + 1T)
Session Duration	:	90 Minutes
Name of the Faculty	:	Dr. Vishal Gupta
Email ID	:	vishal.gupta@jiit.ac.in

1. Course Introduction

In present business scenario companies must be able to make their products quickly available to the users. Advancements in delivery methods have drastically altered customers' expectations regarding delivery times. In light of these changes, effective Inventory Management is no longer static. Now the emphasis is on movement, and quick response to changing market demands. To achieve this competitive advantage a well managed inventory/warehouse could be a source of competitive advantage contrary to just another source of cost, before product reaches to the customer.

Understanding importance, design, layout, planning, material handling systems, workforce, overall management etc. and having continuous improvement in performance through appropriate measures and controls of warehouse will certainly be a competitive edge. This course aims to develop essential skills of the participants to become an efficient inventory/warehouse manager.

2. Course Objectives

The learning objectives of this course are as follows:

- Understand strategic value of systematic material management.
- Learn concepts, models, tools and techniques of material management.
- Understand the role and functions of the warehouse in today's supply chain management.
- Understand warehouse performance measures and controls.
- To be aware of relevant acts and emerging issues.

3. Course Outcomes

At the end of the course, the students shall develop the knowledge and skills to be able to

- Understand concepts of inventory and warehouse management
- Identify the application of appropriate tools and techniques for solving problem in material planning and warehouse management.

- Analyse the performance of material planning system and warehouse management system.

CO-PO and CO-PSO Mapping:

CO Code	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C154.10.1	Understand concepts of inventory and warehouse management	3	1							
C154.10.2	Identify the application of appropriate tools and techniques for solving problem in material planning and warehouse management.	3	3	3		2	2	2		
C154.10.3	Analyze the performance of material planning system and warehouse management system.	3	3	3	3	2	2	2	1	1
C154.10	Average	3	2	3	3	2	2	2	1	1

4. Text Book:

- J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Introduction to Materials Management, Pearson Education, Delhi.
- Edward Frazelle, World-Class Warehousing and Material Handling, The McGraw Hill Publishing Company Limited. Edition-2004

5. Additional Readings and References:

- Wild, Tony, Best Practices in Inventory Management, Wiley Publication. ISBN: 0750654589
- Bose D. Chandra, Inventory Management, PHI Learning Private Limited, New Delhi.
- David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw-Hill Publishing Company Limited. ISBN: 0070440026
- Jeroen P. van den Berg, Integral Warehouse Management: The Next Generation in Transparency, Collaboration and Warehouse Management Systems
- Tompkins, James A. Warehouse Management Handbook, Tompkins Press, ISBN 0965866916
- Warehousing Act, APMC Act. and warehousing corporations
- James R. Oldham, Terry R. Collins, Manuel D. Rossetti, D. Amber Lehrman, Benchmarking for Best Practices in Inventory Integrity, University of Arkansas, USA.
- Filippo Queirolo, Flavio Tonelli, Maurizio Schenone, Paolo Nan, Ivan Zunino, Warehouse Layout Design: Minimizing Travel Time with a Genetic and Simulative Approach-Methodology and Case Study, Proceedings 14th European Simulation Symposium, 2002.

6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Quiz	10	4-6
3	T2	20	As per schedule
4	Field-Work Report & Presentation	15	8-10
5	T3(End-Term Exam)	35	As per schedule
Total		100	

6.1 Quiz on topics covered (10%)

Each student must appear in the quiz component which will be held in one of the classroom session after T1.

6.2 T1 & T2 (40%)

T1 & T2 exams will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a ‘closed book’ descriptive and problem solving questions based test on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

6.3 Field-Work Report (15%)

The following are required in field-work

5. Each student has to choose a company/ warehouse and submit a Project on Inventory and Warehouse management in a given manufacturing organization - preparation of report using MS Word.
6. Presentation on the prepared report in class room to enhance presentation and communication skills using Flip Class mode

6.4 T3 End-Term Exam (35%)

End-Term Exam will be at the end of the trimester and will cover the entire course. This will also be a ‘closed book’ test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7. Pedagogy

The course will involve a healthy balance of lecture and classroom discussion and case discussions on each module. The students must come to class fully prepared having read the text materials and case studies indicated in the session plan. The course also includes group project on service organization. The course coordinator will provide adequate guidance for individual and group work.

8. Session Plan:

Sessi on No.	Theme of the day	Topics	Readings Text Book 1, 2	Cases/Activitie s/ Exercises/MO OC/Online resources/Videos
1-3	Inventory Management	Concept, types, Roles and requirement of Inventory in organizational set-up, Objective and functions of inventory	Chapter 9	Carl’s Computer
4-6	Financial statements & Inventory	Inventory Costs, Selective Inventory management techniques	Chapter 9	Costmart Warehouse
7-9	Inventory management Systems	EOQ models, Safety stocks, Service level, distribution inventory	Chapter 10, 11	Nordstorm Inventory
10-14	Material Requirement Planning	Dependent and Independent Demand, BOM, MPS, Just in time Inventory Management	Chapter 10, 11	Brunswick Motors

15-18	Material Requirement Plannig	MRP, MRP-II	Chapter 4 (IMM)	Case Apex Polybob pg. 108
19-21	Warehouse Fundamentals	Role, Types, objectives and functions of warehouse	Chapter 12, Chapter 1	Keepwell Labs Ltd
22-24	Warehouse Planning & Layout	Space requirements planning, Material Flow Planning, Expansion/Contraction planning, Location and layout	Chapter 10	MWC Ltd
25-30	Warehouse Systems and Operations	Receiving and putaway principles Pallet storage and retrieval systems case picking systems Order picking operations Paperless and wireless warehouse systems Selection of Warehouse Management Systems	Chapter 4,5,6,7 & Chapter 11	Phantom Glass

Date: August 31, 2021

Course Coordinator: Dr. Vishal Gupta



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MBA 2020-22 Batch; Semester III

Aug – Dec, 2021

20M12BOM23: Project Management

Course Code	:	20M12BOM24
Course Title	:	Materials Management and Warehouse Management
Course Credit	:	04 (3L + 1T)
Session Duration	:	90 Minutes
Name of the Faculty	:	Dr. Vishal Gupta
Email ID	:	vishal.gupta@jiit.ac.in

Course Credit:	4 (3L + 1T)
Learning Facilitator:	Prof. Kumar Biswas
Target learners:	MBA (2020-22 Batch), Semester-III
Learning Days:	As per time schedule
Learning time:	As per time schedule
Learning Rooms:	As per time schedule
Faculty Office:	Arya Bhatt Bhawan II, 3 rd Floor
Meeting Time:	By Appointment
Phone:	0120 - 2400974 Ext 486
Email ID:	Kumar.biswas@tutamail.com

1. Course Introduction

Project management is about creating an environment and conditions in which a defined goal or objective can be achieved in a controlled manner by a team of people. Every business undertakes projects of some sort. But some undertake far more than others. Similarly, some industries are more project-intensive than others. Aerospace and defence, for example, are extremely project-intensive, working for years on long-term contracts or development projects that will eventually bring forth a new jet aircraft, missile system, ship or piece of electronic wizardry. Likewise, almost by definition, construction is another industry that exhibits a high degree of project activity. Food, retailing and textiles, on the other hand, are less project-intensive. Even so, care must be taken. While corner shops may not be prone to launching new projects, the major supermarkets are: each year sees a number of new distribution depots, IT systems, retail outlets and the like.

The ability to manage projects is a critical skill in today's hyper-competitive business environment. Projects are the vehicles for product launches, process innovations and other growth initiatives. In this context, this course aims to develop business management skills, customer relations skills, and socioeconomic skills in the students for working in teams efficiently and effectively.

2. Course Objective

The students to gain a better understanding of overall Business System through the following objectives

- Have a comprehensive understanding about various aspects of modern day project management. To understand the concepts of project and its life cycle as systems approach
- To develop competency in project scoping and to handle the complex tasks of time estimation and project scheduling, project costing and budgeting.
- Be able to manage small and medium project independently and confidently and will be able to contribute to large project management.
- Have clear understanding of interaction of project management with other management functions such as sales, procurement, logistics, finance, HR and others functions.
- Develop a sense of looking into project management from commercial angles.
- To gain exposure to project control and management of risk and quality.
- Be able to understand various pitfalls of large project and will be able to take appropriate precautions in planning and execution.

3. Course Outcomes

The course is aimed to develop the knowledge and skill, required to understand;

CO Code	Description	BTL	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C154.9.1	<u>Understand</u> key concepts, theories, Models and tools used in project management.	2	3	1	2	2		1			3
C154.9.2	<u>Apply</u> the key concepts, theories, models and tools used in project management.	3	3	2	3	2	1	2			3
C154.9.3	<u>Analyze</u> business problems using key concepts, theories, models and tools used in project management.	4	3	2	3	2	1	2			
C154.9.4	<u>Evaluate</u> strategic options in project management in terms of scope, priority, costs, resources, risks.	5	3	2	3	2	1	2			
C154.9.5	<u>Develop</u> practical solutions to modern day business challenges related to Project Management.	6	3	2	3	2	1	3	1		3
C154.9	AVERAGE		3	2	3	2	1	2	1		3

4. Text Book

1. Project Management by Harold Kerzner, Wileys

5. Additional Readings and References

- Project Management- The Managerial Process by Clifford F. Gray, Erik W. Larson and Gautam V. Desai, Sixth Edition, McGraw Hill Education Private Limited, New Delhi.
- Project Management-Achieving Competitive Advantage by Jeffrey K Pinto, Pearson Education, New Delhi.
- Projects – Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra, Tata McGraw-Hill Publishing Company Limited, New Delhi
- Project Management by Jack Gido and James P. Clements, Cengage Learning India Private Limited, New Delhi.
- Project Management and Appraisal by Sitangshu Khatua, , Oxford University Press, New Delhi.

6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule

2	T2	20	As per schedule
3	Field-Work Report & Presentation	25	8-10
4	T3 (End-Term Exam)	35	As per schedule
Total		100	

6.1 T1 & T2 (40%)

T1 & T2 exams will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based test on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

6.2 Group Project Work (10% Assignment + 15% Project work) = 25%

The following are required in field-work

- Students have to make a group of 3 students of their class and need to prepare a write up of the topics related to the operations management in the earmarked company allotted to the concerned Group. Then each Group will have to submit the full detailed write up on the same topic during the 8th week of the trimester – II positively.
- Presentation on the prepared report in class room to enhance presentation and communication skills using Flip Class mode

Class Assignment (10%)

The students will be divided into groups (3 students per group) and will be required to complete the assignments, case studies etc., as given from time to time. The analysis should be based on the objective and the logical assessment of the issues rose in the case studies.

Project Work (15%)

Students have to make a group of 3 students of their class and need to submit a brief write up of the topics earmarked to the concerned Group. Then each Group will have to submit the full detailed write up on the same topic during the 8th week of the trimester – II positively.

6.3 T3 End-Term Exam (35%)

End-Term Exam will be at the end of the trimester and will cover the entire course. This will also be a 'closed book' test based on conceptual and application based real life questions/ problem(s)/ Case(s). No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test. Any violation will result in disciplinary action.

7. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and Research Project.

8. Teaching Plan

Hrs	Ch	Topics	Learning objectives	Remarks
1-2	1	Overview	Introduction, Defining, Role's of Line Manager, Functional Manager, Employee, Executives, Project Manager, Project Champions, Classifications, Concurrent Engineering	Related assignment
3-4	2	Project Management Growth	General System Management, Systems, Programs, Projects, Informal, Project Life Cycle	Class discussion
5-6	3	Organizational Structures	Organizational Work Flow, Traditional Organization, Project coordinator, Matrix Organization Form, Matrix Layering,	Case study
7-8	4	Organizing and Staffing Project Office and Team	Staffing Environment, Selecting Project Manager, Next Generation Project Manager, Duties and Job Descriptions, Project Office, Functional Team, Project Organogram	Experience sharing
9-10	5	Management Functions	Controlling, Directing, Project Authority, Barriers to Project Team Development, Team Building, Leadership in Project Environment, Organizational Impact, Project Review Meetings	Industry practice
11	6	Management of Time and Stress	Understanding Time Management, Time robbers for Projects, Effective Project Time Management, Stress and Burnout in Project Work	Case analysis
12	7	Conflicts	Conflict Environment, Conflict Resolutions, Understanding Superior, Subordinate and Functional Conflict, Conflict Resolution Modes	Real life situation
13	8	Special Topics	Performance Measurement, Financial Compensation and Rewards, Rewarding Project Teams, Mega Projects, Morality, Ethics and Corporate Cultures, Professional Relationships, Virtual Project Teams	Money matter

14	9	Variable For Success	Predicting Project Success, Project Management Effectiveness, Expectations, Lessons Learnt	Net search exercise
15	10	Working with Executives	Project Sponsor, Handling Disagreement, Collective Belief, Exit Champion, In-house Representatives	Class discussion
16-17	11	Planning	General Planning, Proposal Preparation, Kick-off Meetings, Project Specifications, Milestone Scheduling, Work Breakdown Structure, Planning Cycle, Detailed Schedule and Charts, Total Project Planning, Project Control	Brainstorming session
18-19	12	Network Scheduling Techniques	Network Fundamentals, Graphical Evaluation and Review Techniques (GERT), Slack time, Network Re-planning, Total PERT/CPM Planning, Precedence Network, Lag, Scheduling Problems, Implementation problems	Advance net search
20	13	Project Graphics	Bar (Gantt) Chart, Customer Reporting, Other Conventional Presentation Techniques, Logic Diagrams	Class discussion
21	14	Pricing and Estimating	Global Pricing Strategies, Types of Estimates, Pricing Process, Organizational Input Requirements, Labor Distributions, Logistics Support, Net present value	Industry experience sharing
22	15	Cost Control	Understanding Control, Operating Cycle, Budgets, Earned Value Measurement System (EVMS), Cost Baseline, Justifying the Cost, Cost Overrun Dilemma, Material Accounting Criterion, Material Variances: Price and Usage	Theory and practical world discussion
23	16	Trade off Analysis	Methodology of Trade Off Analysis, Contracts: Influences of Projects, Industry Trade off Preferences	Related discussion
24	17	Risk Management	Definition and Tolerance of Risk, Certainty, Risk and Uncertainty, Risk management Process, Risk Identification, Risk Analysis, Qualitative and Quantitative Risk Analysis	Class discussion
25	18	Learning Curves	General Theory, Learning Curve Concept, Graphic Presentation, Cumulative Average Curve, Selection of Learning Curves	Sample analysis
26	19	Contract Management	Procurement, Plan and Conducting procurement, Types of Contracts, Contract Administration Cycle, Contract Closure	Industry practices
27	20	Quality Management	Quality Definition, Quality Movement, Quality Pioneers, ISO 9000, Seven Quality Tools, Quality Circles, Lean Six Sigma, JIT and TQM	Open house discussion
28	21	Modern Developments Project Management	Project Management Maturity Model (PMMM), Effective Procedural Documentation, Project Management Methodologies, Capacity Planning, Competency Models	Net search
29	22	Business of Scope Changes	Need of Business Knowledge, Timing of Scope Changes, Business Need for a Scope Change, Rationale for Not Approving a Scope Change	Class discussion
30	23	Project Office	Present day Project Office, Implementation Risks, Types of Project Office, networking Project Management offices, Project management Information Systems	Industry experience sharing
+10 T			30 Hours + 10 Tutorials hours = Total 40 hours	

Course Coordinator: Prof. Kumar Biswas

Date: August 28, 2021