



COURSE OUTLINES  
MBA SEM 4  
2022EVENSEM 2021-22



## Contents

20M12BMM15: BUSINESS TO BUSINESS MARKETING .....	3
20M12BMM13: Integrated Marketing Communications .....	8
20M12BAF19: Financial Modelling.....	12
20M11BIA13: Artificial Intelligence in Business .....	17
20M12BAF13: Project Appraisal and Finance .....	21
20M12BOM19: Strategic Service Operations Management .....	26
20M12BOM14: Strategic Quality Management.....	30
20M12BFS11: Behavioural Finance.....	35
20M12BIB15: International Business Strategy .....	39
20M12BIB13: Global Financial Markets and Instruments.....	44
20M12BFS17: Investment Banking.....	49
20M12BHR21- Leadership Skills for Managers .....	54
20M12BHR14: Talent Management.....	61
20M12BHR20: Team Building and Conflict Management.....	66
20M12BIA20: Big Data Analytics .....	72
20M12BMM23: Digital Marketing .....	76
20M12BIA21: DATABASE Management USING SQL .....	81
20M12BIA18: FRAUD ANALYTICS .....	83
<b>20M12BAF17: International Financial Management .....</b>	<b>85</b>



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 309, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### 20M12BMM15: BUSINESS TO BUSINESS MARKETING

MBA 2020-2022 Batch; Semester IV

January-May 2022

#### Course Outline

---

<b>Course Code:</b>	<b>20M12BMM15</b>
<b>Course Title:</b>	<b>BUSINESS TO BUSINESS MARKETING</b>
<b>Course Credit:</b>	<b>4 (3L+1T)</b>
<b>Session Duration:</b>	<b>60 Minutes</b>
<b>Name of the Faculty:</b>	<b>Dr. Charu Sijoria</b>
<b>Email ID:</b>	<a href="mailto:charu.sijoria@jiit.ac.in">charu.sijoria@jiit.ac.in</a>

#### 1. Course Introduction

The course on B2B Marketing provides a learning platform for the managers in Business organizations. The course aims at helping upcoming managers to learn concepts associated with Marketing in the B2B space by taking a more systematic approach to Sales and Marketing of goods in organizations.

#### 2. Course Objective

The learning objective of this course:

- To make students understand the overview of Marketing in B2B context.
- To embed in students, the concept of Business Environment and Business Strategy.
- To inculcate in students, Entrepreneurial approach to Marketing using analytical and disciplined methods.
- To emphasize the importance of agility, adaptability and alignment in pursuing integrated value network or supply chain strategies.

#### 3. Course Outcome

At the end of this course, students will:

CO Code	CO	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C153.7.1	Understand the basic concept of Marketing in B2B context.	2	3	1		1					3

<b>C153.7.2</b>	Apply appropriate concepts of B2B marketing in relevant situations.	3	3	3	3	2	2				3
<b>C153.7.3</b>	Analyze market research methods employed in a B2B environment, along with competitive analysis.	4	3	3	2	3					
<b>C153.7.4</b>	Develop a realistic perspective for Business Marketing in Organizations.	6	3	3	3	2			2		3

#### 4. Text Book

Business -to-Business marketing: A South Asian Perspective; Hutt, Sharma, and Speh, Cengage

#### 5. Additional Readings and References:

Business Marketing: Text and Cases; Krishna K Havaldar; Tata McGraw Hill

B2B Marketing-Relationships, Networks and Strategies: Nick Ellis, Oxford University press

#### 6. Evaluation Details:

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

##### 6.1 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.

##### 6.2 Individual /Group Project (15%)

Students have to make a group of 3 or 4 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.

##### 6.3 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.

##### 6.4 T2 Exam (20%)

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

### 7. Pedagogy

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

### 8. Session Plan:

Session	Theme of the day	Lecture Topic	Text book chapter	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-3	Introduction to B2B marketing	<ul style="list-style-type: none"><li>• Marketing Fundamentals, Mix</li><li>• Business market customers</li><li>• Differences between B2B Marketing and Consumer Marketing</li><li>• Derived Demand</li><li>• B2B Supply Chain</li><li>• Classification of Goods for Business Market</li></ul>	1	<b>Activity:</b> Identify any organization and review its associated business markets and customers.
4-7	Organizational buying and buyer behavior	<ul style="list-style-type: none"><li>• Organizational Buyers decision process- A stepwise model</li><li>• Forces influencing Organizational buying behavior</li><li>• Organizational influences</li><li>• Interpersonal influences</li><li>• Procurement</li><li>• Implications for Business Marketing</li></ul>	2	<b>Case study:</b> JET India Company: Organisational Buying <b>Article:</b> <a href="https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/these-eight-charts-show-how-covid-19-has-changed-b2b-sales-forever">https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/these-eight-charts-show-how-covid-19-has-changed-b2b-sales-forever</a>
8-12	Customer Relationship management Strategies	<ul style="list-style-type: none"><li>• Relationship marketing</li><li>• Managing Buyer-Seller Relationships</li><li>• Customer Relationship Management</li></ul>	3	<b>Activity:</b> Consider any two business organizations and find out CRM Strategies being used within those organizations.
13-14	Segmenting, Targeting and Positioning	<ul style="list-style-type: none"><li>• The Relationship between Segmentation, Targeting and Positioning</li><li>• Market Segmentation</li><li>• Value Based segmentation</li><li>• Choosing Target segments</li><li>• Positioning</li></ul>	4	<b>Activity:</b> Review the website of any manufacturing organization and discuss how they are following STP.

15-17	Concepts and Context of Business Strategy	<ul style="list-style-type: none"> <li>• Strategy-Making and Strategy-Management processes</li> <li>• Key strategy concepts</li> <li>• Tools for designing strategy</li> <li>• The Growth share matrix</li> <li>• Multifactor portfolio matrix</li> </ul>	5,6	<p><b>Critical Thinking Exercise:</b> Identify the appropriate competitive strategy for a small firm wishing to enter a well-established national market.</p> <p><b>Article:</b>  <a href="https://www.emerald.com/insight/content/doi/10.1108/MIP-05-2020-0217/full/html">https://www.emerald.com/insight/content/doi/10.1108/MIP-05-2020-0217/full/html</a></p>
18-19	Market Research and Competitive analysis	<ul style="list-style-type: none"> <li>• Market Research</li> <li>• Implications of types of Decision Support</li> <li>• Designing the Research-differences from Market Research in Consumer Markets</li> <li>• Designing the Research approach other special circumstances in market research</li> </ul>	Business Marketing: Text and Cases; Krishna K Havaladar; Tata McGraw Hill (Chapter : 5)	<p><b>Case Study:</b> HPCL Rasoi Ghar Model</p>
20-22	Developing the Product, Service and Value of the offering	<ul style="list-style-type: none"> <li>• PLC and Life stages of offerings</li> <li>• New Product Development process</li> <li>• Consumer/market Orientation</li> <li>• Concurrent Development</li> <li>• Business service marketing</li> </ul>	7,9	<p><b>HBS Case Study:</b> Dell Computer: Business to Business Over the Web in 2001</p>
23-25	Innovation and Competitiveness	<ul style="list-style-type: none"> <li>• Marketing Entrepreneurially</li> <li>• Competing through innovation</li> <li>• Pursuit of sustaining innovation</li> </ul>	8	<p><b>Critical thinking exercise:</b> Consider a business organization and identify its latest innovation (along with innovation type).</p>
26-27	Pricing in B2B marketing	<ul style="list-style-type: none"> <li>• Pricing Basics</li> <li>• Relevant Costs</li> <li>• Managing price as part of marketing strategy</li> <li>• Penetration Pricing/Market skimming</li> <li>• Price Models</li> <li>• Managing Pricing Tactics</li> </ul>	12	<p><b>Caselet:</b> Lemonade and Solo Cups</p> <p><b>Article:</b>  <a href="https://www.forrester.com/blogs/what-are-the-sustained-implications-of-covid-19-heres-what-our-b2b-marketing-and-sales-analysts-see/">https://www.forrester.com/blogs/what-are-the-sustained-implications-of-covid-19-heres-what-our-b2b-marketing-and-sales-analysts-see/</a></p>
28-29	B2B Selling and Branding	<ul style="list-style-type: none"> <li>• The nature of sales and sellers</li> <li>• The role of sales in a modern Organization</li> </ul>	13,14	<p><b>Activity:</b> Review the role of social media in business marketing.</p>

		<ul style="list-style-type: none"> <li>• The mutual needs of buyers and sellers</li> <li>• Organizing the Personal Selling Effort</li> <li>• Sales force Administration</li> <li>• Branding Dimensions</li> <li>• Business Marketing through Electronic Commerce</li> </ul>		
30	Contemporary Issues in Business Marketing and Markets			<b>Activity:</b> Review the contemporary issues in business organizations.

**10 Tutorials will be held during the course delivery.**

**Course Coordinator: Dr. Charu Sijoria**

**Date: January 03, 2022**



## Jaypee Business School

A Constituent of Jaypee Institute of Information  
Technology (Declared Deemed to be University u/s 3  
of UGC Act) A-10, Sector 62, NOIDA, 201 307, INDIA,  
www.jbs.ac.in

### 20M12BMM13: Integrated Marketing Communications

MBA 2020-2022 Batch; Semester IV (January-May 2022)

#### Course Outline

---

<b>Course Credit:</b>	<b>3L</b>
<b>Learning Facilitator:</b>	<b>Dr. S. Suresh</b>
<b>Target learners:</b>	<b>MBA (2020-22 Batch), Trimester-IV</b>
<b>Faculty Office:</b>	<b>Arya Bhatt Bhawan II, IV Floor</b>
<b>Meeting Time:</b>	<b>By Appointment</b>
<b>Phone:</b>	<b>8800485047</b>
<b>Email ID:</b>	<b>s.suresh@jiit.ac.in</b>

#### 1. Course Introduction

In today's business world marketers are continuously trying to determine the return on investment (ROI) of various IMC tools. In this context, this course provides a comprehensive coverage of Integrated Marketing Communications. The course includes coverage of major communication tools, analysis of a company's marketing and promotional situations and development of effective communication strategies.

#### 2. Course Objectives

- To provide a contemporary view of Integrated Marketing Communications
- To help understand the importance of promotion mix
- To give an understanding of the role, tasks, techniques and tools of successful Marketing Communications

#### 3. Course Outcomes

CO Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>C153.5.1</b>	Understand the fundamentals of Integrated Marketing communications.	3	1		3	1				3
<b>C153.</b>	Plan an IMC campaign for an	3	3	3	3	1	2	3		3



<b>5.2</b>	organization.									
<b>C153.5.3</b>	Examine the need for marketing communication and its relationship with consumer behavior.	3	2	1	3		1	3		1
<b>C153.5.4</b>	Evaluate the effectiveness of various IMC campaigns.	3	3	3	3			3		1
<b>C153.5</b>	<b>Average</b>	<b>3</b>	<b>2.25</b>	<b>2.33</b>	<b>3</b>	<b>1</b>	<b>1.5</b>	<b>3</b>	<b>#DIV /0!</b>	<b>2</b>

#### 4. Text Book:

- Advertising and Promotion, Belch, Belch and Purani, McGraw Hill Education, 9<sup>th</sup> Edition

#### 5. Additional Readings and References:

- Principles of Advertising and IMC, Tom Duncan, Second Edition, Tata McGraw Hill, 2008
- Integrated Marketing Communications in Advertising and Promotion, Cengage Learning, 8<sup>th</sup> Edition

#### 6. Evaluation Details:

Sl. No.	Component	Weightage (%)
1	Quiz	10%
2	Project	15%
3	T1 Test	25%
4	T2 Test	25%
5	End Semester Examination	35%

#### Teacher's Assessment

##### Quiz (10%)

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

##### Project (15%)

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.

##### T1 (25%)

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.

##### T2 (25%)

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.

### 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.

### 7. Pedagogy

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

### 8. Session Plan:

Session	Session theme	Coverage	Text Book Chapter	Discussion Topics
1	<b>Introduction to IMC</b>	Promotion Mix: The tools of IMC IMC Planning Process	Chapter 1	Technology & IMC
2&3	<b>The role of IMC in the Marketing Process</b>	Marketing Strategy Positioning Marketing Planning	Chapter 2	Indian Socio-Economic Classification Scheme
4&5	<b>IMC Program</b>	Situation Analysis Role of Clients, Media, Agency	Chapter 3	The changing role of Account Reps
6&7	<b>Analysing the Communication Process</b>	Source, Message and Channel	Chapter 5 &6	Indian Rural Consumers s
8&9	<b>Objectives and Budgeting for IMC</b>	Establishing objectives DAGMAR Allocating in the Budget	Chapter 7	How two companies in different countries use a funnel
10&11	<b>Creative Strategy</b>	Planning a Creative Strategy Creative Process Appeals and Execution Styles Creative Tactics	Chapter 8 & 9	Cannes Festival-The Olympic Games of Advertising
12	<b>Media Planning and Strategy</b>	Developing the Media Plan Establishing Media Objectives Evaluation and Follow u	Chapter 10	New Landmark in history of Indian Audience Research
13	<b>The Internet and Digital media</b>	Growth of Internet and IMC Measuring effectiveness on Internet	Chapter 15	Career Profile: Qaynat Sharma Marketing Manager, Google India
14	<b>Direct Marketing</b>	Role of Direct Marketing in IMC Developing a Database Direct Marketing Strategies and Media	Chapter 14	Maha Kumbh: A Great Event for Brands to Reach Rural Audiences

15	<b>Sales Promotion</b>	Scope and Role of Sales Promotion Consumer & Trade Oriented Sales Promotion Coordinating Sales Promotion with other IMC Tools	Chapter 16	Coupons Go Social with Groupon
16	<b>Public Relations, Publicity &amp; Corporate Advertising</b>	Process of Public Relations Power of Publicity Types of Corporate Advertising	Chapter 17	Discussion : Should CSR be mandatory for Companies?
17	<b>Measuring the effectiveness of IMC</b>	Conducting Research to Measure Advertising Effectiveness Testing Process Program for Measuring Advertising Effects	Chapter 18	Neuromarketing: Marketing Panacea or Voodoo?
18	<b>International Advertising</b>	Role of International Advertising & Promotion Global vs. Localized Advertising Decision Areas in International Advertising	Chapter 19	Discussion: Indian Brand and Global Movement
19	<b>Social Media Advertising</b>	Instagram FaceBook Advertising Twitter, LinkedIn You Tube Advertising	Online Sources	Social Media Success Stories
20	<b>Regulation of Advertising and Promotion</b>	Role and functions of various regulatory agencies Rules and regulations that affect sales promotion, direct marketing, and marketing on the net.	Chapter 20	Direct Mail Comes under Attack

**Course Coordinator: Dr. S.Suresh**

**Date: January, 2022**



## Jaypee Business School

A Constituent of Jaypee Institute of Information  
Technology (Declared Deemed to be University u/s 3  
of UGC Act) A-10, Sector 62, NOIDA, 201 307, INDIA,  
www.jbs.ac.in

# 20M12BAF19: Financial Modelling

**MBA 2020-2022 Batch; Semester IV (January-May 2022)**

### Course Outline

<b>Course Credit:</b>	<b>3L</b>
<b>Learning Facilitator:</b>	<b>Dr. Sujata Kapoor</b>
<b>Target learners:</b>	<b>MBA (2020-22Batch), Semester IV</b>
<b>Faculty Office:</b>	<b>Arya Bhatt Bhawan IV Floor</b>
<b>Meeting Time:</b>	<b>By Appointment</b>
<b>Phone:</b>	<b>0120- 2400974Ext476</b>
<b>EmailID:</b>	<b>sujata.kapoor@jiit.ac.</b>

### 1. Course introduction

This course is designed to provide a link between theory and practice in Finance. This is a “hands-on” course, with extensive use of computers and spreadsheets in the field of finance. This course intends to equip students with the skills and knowledge of building financial models, compute cost of capital, NPV, rates of return and BEP for various types of capital investments using Excel.

### 2. Course Objectives:

The objective of the course is to:

- Familiarize students with MS excel
- How to use MS Excel to solve corporate finance problems

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

CO	CO description	BTL level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
----	----------------	-----------	-----	-----	-----	-----	-----	-----	-----	-----	-----

<b>C152.11.1</b>	Understand and demonstrate use of different financial models using MS Excel.	2	3	2	1						3
<b>C152.11.2</b>	Apply MS Excel to solve corporate finance problems.	3	3	3	3	2			3		3
<b>C152.11.3</b>	Analyse results of existing financial models.	4	3	3	3						
<b>C152.11.4</b>	Develop computer-based financial models.	6	3	3	3	2			3		3
<b>Average</b>			<b>3</b>	<b>2.75</b>	<b>2.5</b>	<b>2</b>			<b>3</b>		<b>3</b>

#### 4. Text Book:

Mayes, T. R. and Shank T. M. (2013). Financial Analysis with Microsoft Excel. 7<sup>th</sup> edition. Cengage Pub.

#### 5. Additional Readings and References:

- Pignataro Paul, Financial Modeling And Valuation: Wiley Finance Series.2013
- Rees Michael, Financial Modelling In Practice, Wiley Finance Publication,2008
- Sengupta Chandan Financial Analysis And Modeling Using Excel And Vba, Wiley Finance ,2nd edition
- TjiaJohn, Building Financial Models, Mcgraw-Hill Finance & Investing,2nd edition

#### 6. Evaluation Details:

Sl.No.	Component	Weightage(%)	Tentative week of completion
1	Assignments	10%	5/10
2	Research Project	15%	8
3	T1	20%	6
4	T2	20%	11
5	T3	35%	16

##### 6.1 Assignments (10%)

Each student has to submit an assignment individually given by the faculty based on the topics discussed in the class.

##### 6.2 Research Project (20%)

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 has to 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. The data to be

procured from Ace Kp database.

6.3 T1 (20%)

T1 Exam will be based on class discussion, lectures, powerpoints and assigned chapters in the textbook. The Test will be an open book test.

6.4 T2(20%)

T2 will be at the end of the trimester and will cover the entire course. The Test will be an open book test.

6.5 T3(35%)

T3 will be at the end of the trimester and will cover the entire course. The Test will be an open book test.

**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. Session Plan:**

Session (no. of hours)	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises
2	Introduction to Excel 2013	<ul style="list-style-type: none"> <li>• Spreadsheet Uses</li> <li>• Starting Microsoft Excel</li> <li>• Parts of the Excel Screen</li> </ul>	Chapter 1	Discussion and Practice questions from text book
7	The Basic Financial Statements	<ul style="list-style-type: none"> <li>• Building an Income Statement in Excel</li> <li>• Building a Balance Sheet in Excel</li> <li>• Creating Common-Size Income Statements</li> <li>• Creating a Common-Size Balance Sheet</li> <li>• Using Excel's Outliner</li> <li>• Common-Size Statement of Cash</li> </ul>	Chapter 2	Discussion and Practice questions from text book Exercise: Take a company of your choice. Procure the financial statements of that company from ACE KP. Recreate the financial statements of the company in MS excel using formulae wherever possible. 2. Recreate the cashflow statement and Create a common size statement for the same company chosen last week in MS excel and Highlight potential areas of concern. Company through ACE KP and Recreate them in MS Excel applying various formulae.

5	The Cash Budget	<ul style="list-style-type: none"> <li>• The Worksheet Area <ul style="list-style-type: none"> <li>• Using Date Functions</li> <li>• Calculating Text Strings</li> <li>• Sales and Collections</li> <li>• Purchases and Payments</li> </ul> </li> <li>• Collections and Disbursements</li> <li>• Calculating the Ending Cash Balance</li> </ul>	Chapter 3	Discussion and Practice questions from text book
8	Financial Statement Analysis Tools	<ul style="list-style-type: none"> <li>• Liquidity Ratios</li> <li>• Efficiency Ratios</li> <li>• Inventory Turnover Ratio</li> <li>• Leverage Ratios</li> <li>• Coverage Ratios</li> <li>• Profitability Ratios</li> </ul>	Chapter 4	Discussion and Practice questions from text book Exercise Set up a comprehensive ratio analysis worksheet for the same company. Highlight the areas of potential concern using ratios. Identify areas that have shown improvement.
5	Break-Even and Leverage Analysis	<ul style="list-style-type: none"> <li>• Break-Even Points</li> <li>• Calculating Break-Even Points in Excel</li> </ul>	Chapter 6	Discussion and Practice questions from text book
5	Common Stock Valuation	<ul style="list-style-type: none"> <li>• What Is Value?</li> <li>• Fundamentals of Valuation</li> <li>• Determining the Required Rate of Return</li> <li>• A Simple Risk</li> </ul>	Chapter 8	Discussion and Practice questions from text book
5	The Cost of Capital	<ul style="list-style-type: none"> <li>• WACC Calculations in Excel</li> <li>• Calculating the Component Costs</li> <li>• The Cost of Common Equity</li> </ul>	Chapter 10	Discussion and Practice questions from text book

5	Capital Budgeting	<ul style="list-style-type: none"> <li>• Estimating the Cash Flows</li> <li>• Calculating the Relevant Cash Flows</li> <li>• Making the Decision <ul style="list-style-type: none"> <li>• The Payback Method</li> <li>• The Discounted Payback Period</li> <li>• Net Present Value</li> </ul> </li> </ul>	Chapter 11	<p>Discussion and Practice questions from text book</p> <p>Assignment: Develop a financial model to solve a given financial problem</p>
---	-------------------	---	------------	---

**Course Coordinator: Dr. Sujata Kapoor**

**Date: 6/01/22**





**Jaypee Business School**  
**A Constituent of Jaypee Institute of Information Technology**  
**(Declared Deemed to be University u/s 3 of UGC Act)**  
**A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)**

20M11BIA13: Artificial Intelligence in Business

MBA 2020-22 Batch; Semester IV Jan – July, 2022

Course Code	:	20M11BIA13
Course Title	:	Artificial Intelligence in Business
Course Credit	:	04 (3L + 1T)
Session Duration	:	60 Minutes
Name of the Faculty	:	Dr. Anita Sahoo
Email ID	:	<a href="mailto:anita.sahoo@jiit.ac.in">anita.sahoo@jiit.ac.in</a>

### 1. Course Introduction

The term "Artificial Intelligence" has been around since the 1950s, but a lot has changed since then. This course provides a clear introduction to AI and how it's being used today for various business applications. It will provide a clear overview of the technology, the common misconceptions surrounding it, and a fascinating look at its applications in everything from self-driving cars and drones to its contributions in the medical field.

### 2. Course Objectives

The learning objectives of this course are as follows:

- Learn about what AI has contributed to society
- Explore uses for AI in business applications
- Discover the limits of what AI can do

### 3. Course Outcomes

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

C121.1: Describe the concepts of artificial intelligence and its use in business applications.

C121.2: Evaluate the real-life applications of AI in business applications.

C121.3: Examine the use of machine learning in business applications.

C121.4: Explain the ways in which AI has failed.

## 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
C121.1	<b>Explain the concepts of artificial intelligence and its use in business applications.</b>	2	1	1	2	2		2	2	1
C121.2	<b>Evaluate the real-life applications of AI in business applications.</b>	3	3	2	2	2		2	2	2
C121.3	<b>Examine the use of machine Learning in business applications.</b>	3	3	2	2	2		2	2	2
C121.4	<b>Explain the ways in which AI has failed.</b>	2	2	1	2	2		2	1	1
C121	Average	3	2	2	2	2		2	2	2

### 4. Text Book:

1. Doug Rose, (2018), Artificial Intelligence for Business (AI), ISBN: 0986435619
2. John Paul Mueller, Luca Massaron, (2018) ,Artificial Intelligence for Dummies: Wiley India.

### 5. Additional Readings and References:

1. Akerkar R. (2019) Employing AI in Business. In: Artificial Intelligence for Business. Springer Briefs in Business. Springer, Cham. [https://doi.org/10.1007/978-3-319-97436-1\\_6](https://doi.org/10.1007/978-3-319-97436-1_6)
2. Panda, S.K., Mishra, V., Balamurali, R., & Elngar, A.A. (Eds.). (2021). Artificial Intelligence and Machine Learning in Business Management: Concepts, Challenges, and Case Studies (1st ed.). CRC Press. <https://doi.org/10.1201/9781003125129>
3. Mariya Yao; Marlene Jia; Adelyn Zhou; Natalia Zhang (2018). Applied artificial intelligence : a handbook for business leaders, Middletown, DE : TOPBOTS, [2018] ©2018, ISBN: 9780998289021 0998289027 9780998289052 0998289051
4. Finlay, Steven. (2018). Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies (Third Edition).

### 6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Assignment	10	4-6
3	T2	20	As per schedule
4	Case study Report	15	8-10
5	T3 (End-Term Exam)	35	As per schedule

Total	<b>100</b>	
-------	------------	--

**6.1 Assignment on topics covered (10%)**

Each student must submit the solution to the written assignment in the Google classroom.

**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 Case Study Report (15%)**

Each student has to choose a real-life application of AI for society - preparation of report using MS Word.

**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.

**8. Session Plan:**

Session No.	Theme of the day	Topics	Readings Text Book	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-3	Getting Started with AI	Introduction to AI, brief history, Intelligent and rational agents, PEAS Representation	Chapter 1 [1, 2]	PEAS for Automated Car Drive, Hospital Management System
4-6	Types of agents, Role of Data	Architectures and process of different types of agents, Need of data, Big data and associated challenges	Chapter 2 [2] Chapter 5 [1]	<a href="https://nptel.ac.in/courses/106/105/106105078/">https://nptel.ac.in/courses/106/105/106105078/</a>
7-9	AI in Software Applications	Performing Data Analysis, Employing Machine learning, Improving AI with Deep Learning	Chapter 9, 10, 11 [2]	Case study: Cancer detection using

				Machine Learning and Deep learning
10-14	AI in Hardware Applications	Developing Robots, Flying with Drones, Utilizing the AI-Driven Car	Chapter 12, 13, 14 [2]	Case study: AI-driven car
15-18	Contributions of AI to Society	AI Uses in Computer Applications, Automating Common Processes, Working in Industrial Settings, Creating a Safe Environment, Relying on AI to Improve Human Interaction	Chapter 5, 6 [2] Chapter 4 [1]	Tai M. C. (2020). The impact of artificial intelligence on human society and bioethics. <i>Tzu chi medical journal</i> , 32(4), 339–343. <a href="https://doi.org/10.4103/tcmj.tcmj_71_20">https://doi.org/10.4103/tcmj.tcmj_71_20</a>
19-21	Using AI to Address Medical Needs	Implementing Portable Patient Monitoring, Making Humans More Capable, Addressing Special Needs, Completing Analysis in New Ways	Chapter 7 [2]	Case study: AI in healthcare analytics
22-24	AI in medical applications	Devising New Surgical Techniques, Performing Tasks Using Automation, Combining Robots and Medical Professionals, case studies	Chapter 7, 8 [2]	Case study: Robotic surgery
25-30	Ten AI-Safe Occupations, Future of AI, Ways in Which AI Has Failed	Performing Human Interaction, Creating New Things, Making Intuitive Decisions	Chapter 15-20 [2]	<a href="https://www.ibm.com/watson/advantage-reports/future-of-artificial-intelligence.html">https://www.ibm.com/watson/advantage-reports/future-of-artificial-intelligence.html</a>

Tutorial sessions will be held during the course delivery.

**Date: Jan 01, 2022**

**Course Coordinator: Dr. Anita Sahoo**



**Jaypee Business School**  
A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 309, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

20M12BAF13: Project Appraisal and Finance

**MBA 2020-22 Batch; Semester IV, January- May, 2022**

<b>Course Outline</b>	
<b>Course Code</b>	<b>: 20M12BAF13</b>
<b>Course Title</b>	<b>: Project Appraisal and Finance</b>
<b>Course Credit</b>	<b>: 04 (3L + 1T)</b>
<b>Session Duration</b>	<b>: 60 Minutes</b>
<b>Name of the Faculty</b>	<b>: Sunil Bhatia</b>
<b>Email ID</b>	<b>: <a href="mailto:sunil.bhatia@mail.jiit.ac.in">sunil.bhatia@mail.jiit.ac.in</a></b>

### 1. Course Introduction

The process of de-licensing, liberalization and globalization has thrown lots of opportunities as well as challenges before the entrepreneurs and enterprises. Projects have their own complexities and risk elements. Technical, economic and financial analysis is a quintessential factor for ascertaining the project viability. Time and Cost overruns in execution of projects have led to many projects becoming Non-Performing-Assets (NPAs) for lending institutions. This has led to increased pressure on the availability of finances to the enterprises for the projects from the lending institutions.

Project appraisal is the process of analyzing the technical feasibility and economic viability of a project proposal with a view to financing the cost of the project. Project formulation, appraisal of promoters and management, risk assessment plays an important role in financing decision and assessing the viability of the project.

For any business manager it is equally important to understand broad features of Project appraisal and financing decision so that while taking review of any project in their work areas, they may visualize the financial implications too.

### 2. Course Objective

The learning objectives of this course are as follows:

To formulate viable projects

To implement projects within time and cost estimates

To understand various aspects to be considered in formulation and appraisal of projects such as market and demand analysis, technical analysis, financial evaluation and social cost benefit analysis

### 3. Course Outcome

At the end of this course, students will:

CO Code	Description	BTL Level	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.5.1	Understand the process of project appraisal	2	3	2	1	1			1		3
C152.5.2	Apply concepts of management in project appraisal	3	3	3	3	3	3		2	3	3
C152.5.3	Evaluate available options based on the concepts of project appraisal.	5	3	3	3	2	3		2		1
C152.5.4	Create business plan on the basis of learning of the course.	6	3	3	3	3	3	3	3	3	1
C152.5	Average		3	3	3	2	3	3	2	3	2

4. **Text Book:** Chandra Prasanna. (2019), Project Analysis, selection, financing, Implementation and review, Tata McGraw-Hill.

### 5. Additional Readings and References:

Amrith Gupta. (2017), Projects Appraisal and Financing, PHI Learning Private Limited  
 Vikas Srivastava & V Rajaraman (2018), Project and infrastructure Finance, Oxford University Press.

## 6. Evaluation Details:

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

### 6.1 Quiz/Assignment (10%)

There will be class quizzes/assignments. The average of quizzes/assignments 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 8th week.

### 6.2 Individual or Group Project/Presentation (15%)

Students are required to work on B-plan which will be given by the learning facilitator to each student/group in the class. A detailed report/presentation will be submitted to the learning facilitator on or before March 25, 2021. The detail regarding the project/presentation will be announced in the class.

### 6.3 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.

### 6.4 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.

### 6.5 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.

## 7. 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.

## 8. Session Plan:

Session	Theme of the day	Lecture Topic	Text Book Chapter	Cases/Activities/ Exercises/MOOC /Online resources/Videos
---------	------------------	---------------	-------------------	---

1-2	Introduction to Project Appraisal	Project, Capital investments, Implications of Capital Investment, Economic Activity, Execution and Benefits spread over a long term period and subject to uncertainties	Text Book Chapter 1	Study of Project report, as advised by Instructor
3-4	Screening of Project	Identification of a Project, Systematic Approach to Generating Ideas, Monitoring the Environment, Appraisal of Individual/ Corporate Strengths and Weaknesses, Preliminary screening, Identification of Project, The Project Cycle	Text book Chapter 3	Screening Explained in above Project Report
5-8	Market Analysis, Demand Forecasting and Product Pricing Decisions	Purpose of Market Analysis, Steps in Market Analysis, Collection of secondary information, Market Appraisal by Lending Institutions, Demand Forecasting, Significance of Demand Forecasting, Product Pricing, Target Pricing, Market Led Pricing based on Target Costing, Influences on Product Pricing	Text Book Chapter 4	Case Study – Amalgamated Enterprises, Text Book.
9-10	Technical Analysis and Appraisal	Purpose of Assessment and Appraisal of Technology and Know-how Selection, Issues Related to Technology and Know-how, Modes of Acquisition of Technology, Evaluation and Choice of Technology by the Promoters, Environmental aspects, Project charts and layouts.	Text Book Chapter 5	Technical Analysis explained in above Project Report.
11-13	Infrastructural Facilities and Inputs of Production	Purpose of Technical Analysis and Appraisal, Identification and Assessment of Requirements of Infrastructural Facilities, Manpower Requirement, Training and Housing, Raw Materials, Utilities, Ecology and Pollution Control, Implementation Schedule, Estimation of the Life of the Project, Key Appraisal Criteria.	Ambrish Gupta Book Chapter 7	Infrastructural Facilities and inputs of Production explained in above Project Report
14-16	Estimation of Cost of Project and Sources of Project Finance	Basic Input for Financial Analysis, Assessment of Components of Cost of Project, Sources of Finance.	Text Book Chapter 6	Case Study- Magna industries Ltd, Text Book
17-19	Capital Subsidies and Incentives Available to New Projects	Fiscal Incentives Available under the Income Tax Act, Subsidies and Incentives as per North East Industrial and Investment Promotion Policy (NEIIPP) 2007 of the Central	Ambrish Gupta Book Chapter 10	Future Gems & Jewelry Ltd & Sushrut Hospital & Research Centre Ltd –



	and Taxation	Government, Select Subsidies and Incentives for New Projects at State Government Level, Influence of Incentives on Project Selection.		Ambrish Gupta Book
20-22	Financing of projects	Menu of Financing, Public Issue Eligibility Conditions of SEBI, Raising capital in international market, Financial Closure	Text Book Chapter 18	Case Studies on Financing of projects- Text Book
23-25	Investment criteria	Classification of various investment criteria, Assessment of investment evaluation methods	Text Book Chapter 8	Case Study- Sona Ltd, Text Book
26-27	Venture Capital and Private Equity	Venture capital (VC) investors, What is a VC investment (VCI)? What makes a VCI different? The VCI appraisal process, VC Vs PE (private equity), Indian VC industry, Regulatory aspects of VC, Concerns of the Indian VC industry, How to approach a VC?	Text Book Chapter 18 & 19	Case Study- Enzy laboratories, Text book
28-29	Managing Project Risks	Risk Classification & project specific risk identification, Risk Matrix & Risk Mitigation, How Financial Institutions analyze risk.	Vikas Srivastava & V Rajaraman Chapter 8	Project risks explained in above Project Report
30	Project Report	Contents of a Project Report	Ambrish Gupta Chapter 15	Contents explained in above Project Report

**Ten tutorial sessions will be held during the course delivery.**

**Course Coordinator: Sunil Bhatia**  
**12<sup>th</sup> January, 2022**



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## 20M12BOM19: Strategic Service Operations Management

MBA 2020-22 Batch; Semester IV (JAN to April, 2022)

### Course Outline

Course Code	:	20M12BOM19
Course Title	:	Strategic Service Operations Management
Course Credit	:	4 (3L+1T)
Session Duration	:	60 Minutes
Name of the Faculty	:	Dr. Vishal Gupta
Email ID	:	<a href="mailto:vishal.gupta@jiit.ac.in">vishal.gupta@jiit.ac.in</a>

### 1. Course Introduction

Service sector represent a significant portion of the Indian economy, accounting for more than 55% of GDP and employs 34% of workforce as compared to 28% contribution of industry to GDP with 14% employment of workforce. However, the service sector has consistently lagged the manufacturing sector in terms of productivity growth and considerable opportunities remain for service firms to better manage their operations. This course focuses on the management of service operations, with great emphasis on quantitative techniques that can help services firms improve their operations.

### 2. Course Objectives

The learning objectives of this course are as follows:

- To know the importance and challenges of service sector in Indian economy.
- To understand service design and operations principles and processes.
- To understand role of technology and employees in service operations.
- To know the methods of managing demand and supply of services.
- To develop planning and analyzing service delivery systems.
- To understand methods of measuring service quality and efficiency.
- To understand implementation of service operations challenges, risk and strategy.

### 3. Course Outcomes

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

CO Code	CO	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C154.11.1	Understand key concepts, theories, models and tools used in service operations management in both manufacturing and service sectors.	2	3	3							3
C154.11.2	Apply key concepts, theories, models and tools used in service operations management into real life business situations.	3	3	3	3	2	1		1		3
C154.11.3	Analyze specific service operations management related business issue and devise a strategy and action plans.	4	3	3	3	2					2
C154.11.4	Assess various strategic options in service operations management in terms of models, implementation approach and relative merits and demerits.	5	3	3	3	2					3
C154.11	Average		3	3	3	2	1		1		3

### 4. Text Book:

- James A. Fitzsimmons, Mona J. Fitzsimmons, "Service Management", McGraw-Hill, New Delhi.
- Robert Johnston, Graham Clark, "Service Operations Management" Pearson Ed., New Delhi.

### 5. Additional Readings and References:

- Richard Metters, Kathryn King-Metters, Madeleine Pullman, "Successful service operations management" South-Western, New Delhi.
- Wright J. Nevan, Peter Race, "The management of service operations", Cengage Learning, ND
- Salim Moussa, Mourad Touzani, A Literature Review of Service Research Since 1993, Journal of Service Science (2010) 2:173-212

### 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	6-8
4	T3(End-Term Exam)	35	As per schedule
Total		100	

### 6.1 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.

### 6.2 Field-Work Report (15%)

The following are required in field-work

1. Each student has to submit a project on sector analysis of any service organisation, including the role of PMI Service index in understanding the growth trends. The report needs to be prepared using MS Word. This need to be submitted latest by week 6
2. Presentation on the prepared report in class room to enhance presentation and communication skills using Flip Class mode.
3. Assignment on Walk Through Audits (WtA) - Visit a service organisation and audit the service process by preparing a Questionnaire – To be submitted by week 9

### 6.3 T3 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.

## 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
1-4	Introduction to Services in the Economy	Nature of services: Characteristics of services, Classification framework, Importance of the services sector, importance of studying operations in services,	Chapter 1	Video on Zootopia Customer Service

		opportunities in services Operations		
5-8	Challenges of SOM	Understanding Service Operations, Various models, Importance and challenges of Service Operations Management	Chapter 1	Sky Airways
9-12	Service design and development	New service Development: Service innovation, Service System Design, creating successful & Satisfying experience, Service blueprints	Chapter 3	GolfSmith Yen Shushi Case
13-15	The Service Encounter	Technology & automation in services, Self service and automation, Internet services	Chapter 4	Video "Bad Service Montage"
15-20	Managing Demand in Services	Strategies for managing demand, Yield Management	Chapter 11	Numerical Exercises
21-25	Improving Delivery System	Analyzing process, process flow diagram, Service Quality, Gaps in quality, quality zones, Quality by design, quality by audit	Chapter 6	Helsinki Museum case
26-30	Service Recovery	Types of Failures, Service recovery framework, Approaches to Service recovery	Chapter 6	United Airways Video "United Breaks Guitar"

Session plan also includes ten tutorial sessions

Date: Jan 10, 2022

Course Coordinator: Dr. Vishal Gupta



## **Jaypee Business School**

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## **20M12BOM14: Strategic Quality Management**

**MBA 2020-22 Batch; Semester IV**  
**Jan – May, 2022**

<b>Course Code</b>	:	<b>20M12BOM14</b>
<b>Course Title</b>	:	<b>Strategic Quality Management</b>
<b>Course Credit</b>	:	<b>4</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Dr. Vishal Gupta</b>
<b>Email ID</b>	:	<a href="mailto:vishal.gupta@jiit.ac.in">vishal.gupta@jiit.ac.in</a>

### **Course Outline**

#### **1. Course Introduction**

Quality is easily understood by everyone yet there are different versions and the term quality means different things to different people. At one side, poor quality is not acceptable to the customer, and on the other side, better quality generally comes at a cost. It is a constant pursuit to find the right balance of quality and cost that is acceptable to the customer. However, due to fierce completion in the market place, just acceptable by the customer is no more enough; organizations are forced to innovate and delight the customer. Quality has transformed from just merely ensuring a defect free product/service to a distinctive competitive advantage.

#### **2. Course Objectives**

This course intends to make students aware of the concepts and application of quality and its control systems. The broad objectives of this course are to familiarize students with:

- To make students understand the basic principles of Total Quality Management (TQM).
- To be acquainted with the inherent TQM philosophies propounded by Quality Gurus.

- To spread industry specific awareness about new concepts like, 'Six Sigma', Kaizen, Benchmarking, 5S etc. relevant to Industry and services.
- To underline the importance of "Statistical Quality Control" aspects.

### 3. Course Outcome

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

CO Code	CO	BTL Level	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C154.6.1	Understand key concepts, theories, models and tools used in quality management in both manufacturing and service sectors.	2	3	2		1					3
C154.6.2	Apply key concepts, theories, models and tools used in quality management into real life business situations.	3	3	3	3	2			1		3
C154.6.3	Analyse specific quality management related business issue and devise a strategy and action plans.	4	3	3	3	2	1				2
C154.6.4	Assess various strategic options in quality management in terms of models, implementation approach and relative merits and demerits.	5	3	3	3	3	1	1	3	3	3
C154.6	<b>Average</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>

### 4. Text Book:

"Total Quality Management" 3<sup>rd</sup> Ed, Charantimath, Poornima, Pearson, 609 pages

### 5. Additional Readings and References:

- Gitlow, Howard S. "Quality Management", Tata Mc Graw Hill
- Evans James R and Lindsay William M; "The Management and Control of Quality" First Indian Reprint, 2009, Thomson Learning Inc., New Delhi.
- Subburaj Ramasamy "Total Quality Management" 2017, McGraw – Hill Publication, New Delhi
- Mukherjee P.N., "Total Quality Management", 2006, PHI Publication, New Delhi.

## 6. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	T1	20%	As per schedule
2	T2	20%	As per schedule
3	T3	35%	As per schedule
4	Class Participation	5%	Continuous
5	Project and presentation	20%	7

### 6.1 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.

### 6.2 Research Project - Field-Work Report (20%)

Students have to make a group of 2 or 3 students of their class and submit a report on Quality management practices of a company. The report needs to be presented in front of the class in a Flip Class mode, as per the scheduled (to be circulated)

- Case study analysis report to be submitted on the case "Cost of Quality" in the 2nd week
- An assignment on Problem Solving examples for Root Cause Analysis to be submitted in week 6.
- Exercises on Six Sigma to be solved in the class room sessions

### 6.3 End-Term Exam - T3 (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.

## 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:

S. No.	Topics	Chapter/ Readings	Cases/Activities/Exercises
1-3	Introduction to Quality <b>Principle of Quality management</b> <ul style="list-style-type: none"><li>• History &amp; Basics of TQM, Organizational issues in TQM implementation</li></ul>	Chapter 1	Quality is King - Tata Motors (Pg. No. 25)  Exercises on Cost of



	<ul style="list-style-type: none"> <li>• Quality Management, Types of Quality</li> <li>• Quality Assurance and Quality Control</li> <li>• Three levels of Quality</li> <li>• The Five paradigms of Quality</li> <li>• Dimensions of Product Quality, Service Quality, Cost of Quality, Quality Cost Indices.</li> </ul>		Quality and cost indices
4-10	<b>Philosophies of Quality Gurus &amp; their contributions</b> <ul style="list-style-type: none"> <li>• Williams Edward Deming, Joseph M. Juran</li> <li>• Philip B. Crosby, Karu Ishikawa</li> <li>• Shiego Shingo, Genichi Taguchi</li> <li>• Walter Shewart, Masaaki Imai.</li> </ul>	Chapter 2	Readings : Deming's 14 point methodology
11-13	<b>Total Quality Management</b> <ul style="list-style-type: none"> <li>• History &amp; Basics of TQM</li> <li>• Implementing TQM - TQM and the Management of Change</li> <li>• Planning the Implementation of TQM,</li> <li>• Sustained improvement</li> <li>• Organizational issues in TQM implementation</li> </ul>	Chapter 3	Case2. TQM journey at Sundaram-Clayton brakes division. (Pg. No. 84)
14-16	<b>Benchmarking</b> <ul style="list-style-type: none"> <li>• Benchmarking Process</li> <li>• Types of Benchmarking,</li> <li>• Phases in Benchmarking Process</li> </ul>	Chapter 11	Case 3. Benchmarking at Jindal Iron and Steel Company (Pg. No. 372) Case 4. Xerox - The Benchmarking Story
17-19	<b>Quality Improvement Tools</b> <ul style="list-style-type: none"> <li>• Statistical Quality Control,(SQC)</li> <li>• Statistical Process Control</li> <li>• Control Charts for variables,</li> <li>• Pareto Charts &amp; Pareto Diagram Analysis,</li> <li>• Cause &amp; Effect Diagram</li> <li>• Quality Function Deployment (QFD)</li> <li>• 5S of Housekeeping; Seiri, Seiton, Seiso, Seiketsu and Shitsuke</li> <li>• Kaizen</li> <li>• Quality Circles</li> <li>• Total Productive Maintenance</li> </ul>	Chapter 8	Exercises on Control Charts  Case 5. Toyota's Kaizen Experience Case 6.SONA KOYO started the Group Kaizen Activity Case 7. Kaizen Implementation and at national bank (Pg. No. 25) (Pg. No. 321)
20-24	<b>SIX SIGMA</b> <ul style="list-style-type: none"> <li>• Key "Six Sigma" concepts</li> <li>• SIX SIGMA Quality level</li> <li>• DPMO, DMAIC, DMADV</li> <li>• Lean Six Sigma.- Introduction</li> <li>• Six Sigma Training Programs</li> </ul>	Chapter 7	Case 8. GE's Journey Towards Six Sigma  Case 9. Six Sigma at WIPRO ( <a href="http://www.wipro.com">www.wipro.com</a> ) (Pg. No. 225) Case 10. Ford's Drive To Six Sigma Quality ( <a href="http://www.isixsigma.com">www.isixsigma.com</a> )
25-28	<b>Quality Certification &amp; Awards</b> <ul style="list-style-type: none"> <li>• The National &amp; International Quality Awards</li> <li>• Deming Prize</li> </ul>	Chapter 5	Case 11. The Deming Prize and Sona Koyo ( <a href="http://www.sonagroup.com">www.sonagroup.com</a> )

	<ul style="list-style-type: none"> <li>• Malcam Baldrige Award (MBNQA)</li> <li>• European Quality Award</li> <li>• Tata Business Excellence Model (TBEM)</li> <li>• CMMI</li> </ul>		
29-30	<b>Quality System –ISO 9000 &amp; 14001 Standards</b> Introduction of Quality Management System (QMS) Sector specific Quality System Standards. ISO 9000 family of Standards	Chapter 17	Readings: Levine & Toffel, “Quality: How the ISO 9001 Standard for Quality Management Systems

**Session plan also includes ten tutorial sessions**

**Date: January 10, 2022**

**Course Coordinator: Dr. Vishal Gupta**



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### 20M12BFS11: Behavioural Finance

MBA 2020-22 Batch; Semester IV (Jan– March, 2022)

Course Code	:	20M12BFS11
Course Title	:	Behavioural Finance
Course Credit	:	04 (3L + 1T)
Session Duration	:	90 Minutes
Name of the Faculty	:	Dr. Sujata Kaor
Email ID	:	<a href="mailto:sujata.kapoor@jiit.ac.in">sujata.kapoor@jiit.ac.in</a>

#### 1. Course Introduction

This course is designed to learn about various aspects of behavioural finance. Behavioural finance is the study of the influence of emotional and psychological factors on the behavior of financial practitioners. Psychology and finance are integrated in studying how investors' emotions impact their decision making and performance in the stock markets. There are wide range of cognitive, emotional, and social biases that influence financial decision making. Students will learn about causes and potential measures to manage these biases. It is helpful in improve personal financial decision-making and facilitate better client relationships.

#### 2. Course Objectives

The learning objectives of this course are as follows:

- Understand about behavioural finance, and its role in financial markets.
- Understand the difference in traditional finance and behavioural finance
- List the heuristic-driven and frame-dependent biases and discuss their causes with examples
- To understand market Inefficiency and the importance of investment strategies
- To learn the concept of social Influences and moods on investment decision making
- To be aware about the emerging issues and future direction of behavioural finance

#### 3. Course Outcomes

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

Understand the concepts and theories of behavioural finance
Explain behavioural influences and forces that drive the market

Analyze and categorize behavioural biases and errors of judgment that affect financial decisions
Critically discuss important issues and challenges in the area of behavioural finance

### 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
	Understand the concepts and theories of behavioural finance	3	2	1	1			1	3	2
	Explain behavioural influences and forces that drive the market	3	3	3	1	3		2	3	3
	Analyze and categorize behavioural biases and errors of judgment that	3	3	3	2	3	1	2	3	3
	Critically discuss important issues and challenges in the area of behavioural	3	3	3	3	3	3	3	3	3

#### 4. Text Book:

Kapoor, S. and Prosad, J.M., (2019), Behavioural Finance, 1st edition, Sage Publications, ISBN: 9789353282745, <https://books.google.co.in/books?id=TBTvwAEACAAJ>,

#### 5. Additional Readings and References:

- Shefrin, H. (2007), Behavioral Corporate Finance, 1st edition, McGraw-Hill, ISBN: 0072848650.
- Ackert, L. and Deaves, R. (2010), Behavioral Finance: Psychology, Decision-Making, and Markets, 1st edition, South-Western, ISBN: 0538752866.
- Baker, K. and Nofsinger, J. (2010), Behavioral Finance: Investors, Corporations, and Markets, 1st edition John Wiley, ISBN: 9780470499115.
- Nofsinger, J. (2014), The Psychology of Investing, 5th edition (international edition), Pearson, ISBN: 0133382877.

#### 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
<b>Total</b>		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 Research project/ Field-work Report (15%)

Students have to make a group of 3 or 4 students of their class and need to identify a research project or field-work related to behavioural finance. 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. Students will have to choose a company/ firm, stock market indices or any domain related to behavioural finance. They will analyse and prepare report on how behavioural biases or psychological factors impact stock investment decisions at individual level or market level.

## 6.4 T3 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.

## 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 financial firm/organization/ stock market. 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 1	Cases/Activities / Exercises/MOOC/Online resources/Videos
1-2	Behavioural finance: foundations and key concepts	History of Behavioural Finance, Classical (Traditional) Finance: Its assumptions and flaws, emergence of behavioural finance, The Behavioural Finance explanation to market behavior	Chapter 1	
3-7	Foundations 1: Traditional	Traditional Finance Theories: Expected Utility Theory and Allais paradox; Modern Portfolio Theory; Capital Asset Pricing Model; Efficient	Chapter 2,3	Class exercise/ online resources

	Finance Theories Foundations 2: Behavioural Finance Theories	Market Hypothesis, Behavioural Finance Theories: Prospect Theory; Concepts and Proponents of Prospect theory; Framing; Mental Accounting		
8-9	Neurofinance	Neurofinance: Introduction, Traditional finance vs. Behavioural finance vs neurofinance, The trinity of brain, The reward system of the brain	Chapter 4	
10-14	Behavioural biases: Heuristic-Driven Biases	Introduction, Definition and categorization of Behavioural Biases  Heuristic Driven Biases- Types and Uses; Availability Bias, Representativeness, Hot Hands and Gambler's fallacy, Anchoring and Adjustment bias, Overconfidence	Chapter 5,6	Class exercise/online resources/videos
15-19	Behavioural biases: Frame-Dependent Biases	Frame Dependent Biases- Types and Uses, Loss Aversion, The Disposition Effect, Narrow Framing, Mental Accounting, SelfControl Bias; Role of moods, emotions and sentiments	Chapter 7	Class exercise/online resources/video
20-23	Market forces: Market Inefficiency  Investment Strategies	Efficient Market Hypothesis and Challenges; Forces that drive the market: greed, hope and fear; Anomalies; Investment strategies and behavioural finance	Chapter 8,9	
24-26	Emotional and social forces	Introduction to Emotional Finance; Social Influences and Moods	Chapter 10,11	
27-28	Institutional investors' behaviour	Behavioural Biases of Institutional Investors: Introduction, Theoretical underpinnings	Chapter 12,13	
29-30	Practical applications of behavioural finance	Behavioural Corporate Finance; The Psychology and Mechanism of Financial Planning; Future direction of behavioural finance	Chapter 14,15	
31-40		10 sessions for Tutorials	Based on all chapters	Class exercise/online resources/video

Date: January 1, 2022

Course Coordinator: Dr. Sujata Kapoor



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### **20M12BIB15: International Business Strategy**

**MBA 2020-22 Batch; Semester IV (Jan – May, 2022)**

#### **Course Outline**

<b>Course Code</b>	:	<b>20M12BIB15</b>
<b>Course Title</b>	:	<b>International Business Strategy</b>
<b>Course Credit</b>	:	<b>04 (3L + 1T)</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Dr. Shriram A Purankar</b>
<b>Email ID</b>	:	<a href="mailto:shriram.purankar@jiit.ac.in">shriram.purankar@jiit.ac.in</a>

#### **1. Course Introduction**

In the current business environment, firms face a huge array of choices regarding which geographic markets to enter, locations for key activities, ways of organising international business, and processes for managing across borders. International Business strategy course provides students with conceptual tools that aid in understanding key global strategy and organization design issues facing managers in the 21st century. The aim of the course is to prepare students to manage effectively in today's interconnected world, by understanding the rapidly-changing environment, the principles of global strategy, and the relationship between global strategy and global organization.

#### **2. Course Objectives**

The learning objectives of this course are as follows:

- Understand concepts related to global strategy
- Familiarize students about strategies used by global organizations.
- Impart students the ability to analyze international business strategies evaluating its risks and benefits.

#### **3. Course Outcomes**

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

- Understand concepts and theories from literature concerning global business strategy

- Apply frameworks and theories of international business to analyse business situations in the international business context
- Evaluate the benefits and risks associated with different strategies for doing business internationally.
- Discuss strategies used by global organizations.

### **CO-PO and CO-PSO Mapping:**

CO Code	COs	BT L	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
<b>C167.5.1</b>	Understand concepts and theories from literature concerning global business strategy	2	3	3	1	2	2	2	1	1	3
<b>C167.5.2</b>	Apply frameworks and theories of international business to analyse business situations in the international business context	3	3	3	3	2	2	2	2	1	3
<b>C167.5.3</b>	Evaluate the benefits and risks associated with different strategies for doing business internationally.	5	3	3	3	2	2	2	2	1	3
<b>C167.5.4</b>	Discuss strategies used by global organizations.	6	3	3	3	3	3	2	2	1	3
<b>C167.5</b>	<b>Average</b>		3	3	3	2	2	2	2	1	3

#### **4. Text Book:**

1. Daniels , Radebaugh et.al. (2018), International Business (16th Edition), Pearson India

#### **5. Additional Readings and References:**

1. Mike W. Peng, Dheeraj Sharma (2017), Global Business – A South Asian Perspective, Publisher Cengage India

#### **6. Evaluation Details**

S. No.	Components	Weightage(%)	Tentative Week
1	Case Study Analysis and Class Participation	15%	On going from start to end
2	Research Project	10%	After T2
3	T1 Test	<b>20%</b>	As per Academic Calendar
4	T2 Test	20%	As per Academic Calendar
5	T3 Test	35%	As per Academic Calendar
<b>Total</b>		<b>100</b>	



### 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 Teachers Assessment (25%)

- Students would be evaluated on their understanding of the concepts discussed in the class, and the applications in the real world.
- Students will be asked to present Case Study Synopsis and Case Study Questions and Answers and participate in class.
- Students will be asked to form groups and be asked to pick an Organization with a global footprint and study its process of internationalization, discuss and comment on the international business strategies used to succeed globally. Choice of Organization will have to be approved by the Course Coordinator.

### 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 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.

## 8. Session Plan:

Session	Topic	Readings/Chapter	Case Studies	Activities
1-4	<b>The Strategy of International Business</b>	Chapter 12 (Prescribed Textbook)	<b>Case:</b> Zara's Disruptive Vision <b>Case:</b> TCS shows how Indian MNCs grow and sustain their competitive advantages abroad <b>Case:</b> Multinationals Enterprises of the Future	<b>Debate:</b> Is Strategy Planning Productive  <b>Looking into the Future:</b> Digits, Widgets and Changing Location Advantages
5-8	<b>Country</b>	Chapter 13	<b>Case:</b> Burger King	<b>Debate:</b> Should

	<b>Evaluation and Selection</b>	(Prescribed Textbook)	<b>Case:</b> Carrefour	Companies Operate in and Send Employees to violent areas <b>Looking to the Future:</b> Conditions that may cause Prime Locations to Change
9-12	<b>Export and Import</b>	Chapter 14 (Prescribed Textbook)	<b>Case:</b> SpinCent: The Decision to Export <b>Case:</b> The Borderfree Option – Going Global – Simplified	<b>Debate:</b> Exporting E-waste - A Fair Solution <b>Looking to the Future:</b> Technology Transforms International Trade
13-17	<b>Direct Investment and Collaborative Strategies</b>	Chapter 15 (Prescribed Textbook)	<b>Case:</b> Melia Hotels International <b>Case:</b> Amazon and Flipkart in India <b>Case:</b> The Oneworld Airline Alliance	<b>Debate:</b> Should Countries Limit Foreign Control of Key Industries <b>Looking to the Future:</b> Growth in project Size and Complexity
18-22	<b>The Organization of International Business</b>	Chapter 16 (Prescribed Textbook)	<b>Case:</b> Organizing Global Operations: The Gore Way <b>Case:</b> Building a Magical Organization at Johnson and Johnson	<b>Debate:</b> The Hierarchical Structure- The Superior Format <b>Looking to the future:</b> The rise of corporate universities
23-26	<b>Marketing Globally</b>	Chapter 17 (Prescribed Textbook)	<b>Case:</b> Tommy Hilfiger <b>Case:</b> Acquisition of Zain by Bharti Airtel <b>Case:</b> Grameen Danone Foods in Bangladesh	<b>Debate:</b> Should Home governments Regulate their Companies Marketing in Developing Countries <b>Looking into the Future:</b> How might International Segmentation Evolve
27-29	<b>Global Operations and Supply Chain Management</b>	Chapter 18 (Prescribed Textbook)	<b>Case:</b> Apple’s Global Supply Chain  <b>Case:</b> Nokero: Lighting the World	<b>Debate:</b> Should Firms Outsource Innovation ? <b>Looking to the future:</b> Uncertainty and the Global Supply Chain
30	<b>International Human Resource Management</b>	Chapter 19 (Prescribed Textbook)	<b>Case:</b> Globalizing your Career <b>Tel-Comm-Tek:</b> Selecting Managing Director of its Indian	<b>Debate:</b> English- Destined to be the global language <b>Looking to the future:</b> I’m going where- The

			Subsidiary	changing locations of international assignments
--	--	--	------------	---

**Session plan also includes ten tutorial sessions**

**Date: January 06, 2022**

**Course Coordinator: Dr. Shriram A Purankar**



### **Jaypee Business School**

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## **20M12BIB13: Global Financial Markets and Instruments**

**MBA 2020-22 Batch; Semester IV (Jan – May, 2022)**

### **Course Outline**

<b>Course Code</b>	:	<b>20M12BIB13</b>
<b>Course Title</b>	:	<b>Global Financial Markets and Instruments</b>
<b>Course Credit</b>	:	<b>04 (3L + 1T)</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Dr. Shriram A Purankar</b>
<b>Email ID</b>	:	<a href="mailto:shriram.purankar@jiit.ac.in">shriram.purankar@jiit.ac.in</a>

#### **1. Course Introduction**

This course is designed to be accessible for students of all knowledge levels and gives you the actionable foundation needed to manage money in a post-crisis world. The basic objective of this course is to impart the fundamental knowledge about the global financial market and instruments and strategies adopted in the financial markets.

#### **2. Course Objectives**

The learning objectives of this course are as follows:

- Impart fundamental knowledge about global financial markets
- Explain the usages of global financial instruments
- Understand the evolution of International monetary system

#### **3. Course Outcomes**

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

- Understand the financial terms, concepts and theories pertaining to global financial markets.
- Apply knowledge of global financial markets and instruments to achieve firm's objectives.
- Evaluate the benefits and risks faced by organizations in global markets and strategies organizations use to control these.
- Discuss the contemporary issues related to International financial management.

### **CO-PO and CO-PSO Mapping:**

CO Code	COs	BTL	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
<b>C167.3.1</b>	Understand the financial terms, concepts and theories pertaining to global financial markets.	2	3	3	1	2	2	2	1	1	3
<b>C167.3.2</b>	Apply knowledge of global financial markets and instruments to achieve firm's objectives.	3	3	3	3	2	2	2	1	1	3
<b>C167.3.3</b>	Evaluate the benefits and risks faced by organizations in global markets and strategies organizations use to control these risks.	5	3	3	3	2	2	2	1	1	3
<b>C167.3.4</b>	Discuss the contemporary issues related to Global Financial markets.	6	3	3	3	3	3	2	1	3	3
<b>C167.3</b>	<b>Average</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>

#### **4. Text Book:**

1. Global Financial Markets and Instruments, Published by Pondicherry University (Central University) - Prepared by Prof. Zaheer Ahmed, Micheal Raj, S. Prakash, P. Natrajan

#### **5. Additional Readings and References:**

1. Shapiro A C., (2010), Multinational Financial Management, Prentice Hall of India.
2. Maurice, Levi, INTERNATIONAL FINANCE, McGraw Hill, Int. Ed., New York

#### **6. Evaluation Details**

S. No.	Components	Weightage(%)	Tentative Week
1	Quizzes	10% (5% + 5%)	2 SURPRISE QUIZZES
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
<b>Total</b>		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 Teachers Assessment (25%)

- Students would be evaluated on their understanding of the concepts discussed in the class, and the applications in the real world.
- Students will be asked to form a group to review current advances in the Global Financial Markets by reviewing literature available and preparing project report and present the same to the class.
- Recommended MOOC:
  - <https://www.coursera.org/learn/global-financial-markets-instruments>
  - Offered by Rice University ( Paid)

### 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 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.

## 8. Session Plan:

Session	Topic	Readings/Chapter	Videos/Activities
1-3	Introduction	Globalization of Financial Markets	<a href="https://www.youtube.com/watch?v=E1aVaMZpi_g">https://www.youtube.com/watch?v=E1aVaMZpi_g</a>  What's Ahead for Global Economies and Markets in 2022? – Goldman Sachs

4-6	International Monetary System	The Bretton Woods System	<a href="https://www.youtube.com/watch?v=xfT6XUVyrNo">https://www.youtube.com/watch?v=xfT6XUVyrNo</a>  International Monetary System and International Financial Competitiveness
7-8	International Monetary System	The Gold Standard	<a href="https://www.youtube.com/watch?v=NsAg1wzkHlo">https://www.youtube.com/watch?v=NsAg1wzkHlo</a>  The Rise and Fall of the Gold Standard
9-10	International Monetary System	The European Monetary System	<a href="https://www.youtube.com/watch?v=vccUFMjrISg">https://www.youtube.com/watch?v=vccUFMjrISg</a>  International Finance: European Monetary System  Article: International monetary and financial system: How to fit it for purpose? – Paper by Bookings Institution
11-18	European and Global Currency Markets	<ul style="list-style-type: none"> <li>● Creation of Euro – Currency Markets an overview</li> <li>● Creation of Euro Dollar</li> <li>● Emergence of Global Currency Markets</li> <li>● The size and structure of European Markets</li> <li>● Regulatory Systems of Foreign Exchange</li> <li>● Major Instruments</li> </ul>	<a href="https://www.youtube.com/watch?v=VQopRK3wqok">https://www.youtube.com/watch?v=VQopRK3wqok</a>  Instruments of International Financial Markets
19-23	Global Financial Markets	International Financial Markets	HBR Article: How much does the world owe China? – Published Feb 2020
24-26	International Financial Institutions	International Money Market Instruments and Institutions	<a href="https://www.youtube.com/watch?v=yCS_po6eQpI">https://www.youtube.com/watch?v=yCS_po6eQpI</a>  International Money Market, Euro Credit, Capital Market, Features, Component, ADR & GDR
27 -28	Market Comparison	Comparison of domestic, foreign and euro markets	Article: The future of finance and global economy published by IMF

29-30	Risk Management	Hedging & Speculation Lending and Investment	<a href="https://www.youtube.com/watch?v=g0tNyHRhDy8">https://www.youtube.com/watch?v=g0tNyHRhDy8</a> Simple Explanation Video of Hedging, Speculation, Arbitrage and Currency Swap  Article: Impact of COVID-19 on the Global Financial System – published by WEF – April 2020
-------	-----------------	---	--

**Session plan also includes ten tutorial sessions**

**Date: January 06, 2022**

**Course Coordinator: Dr. Shriram A Purankar**





## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### 20M12BFS17: Investment Banking

MBA 2020-22 Batch; Semester IV (Jan to May, 2021-22)

#### Course Outline

Course Code	:	20M12BFS17
Course Title	:	Investment Banking
Course Credit	:	04 (3L + 1T)
Session Duration	:	60 Minutes
Name of the Faculty	:	Dr. Sweta Goel
Email ID	:	<a href="mailto:sweta.goel@jiit.ac.in">sweta.goel@jiit.ac.in</a>

#### 1. Course Introduction

The course aims at giving an overview of the various aspects of the investment banking business. It will cover the role and functions of investment banks, review of the strategic issues facing investment banks, identification of the process in which Investment banks issue securities to the public and provide corporate advisory services.

#### 2. Course Objectives

The learning objectives of this course are as follows:

- To study the investment banking industry with a specific focus on the role of investment bankers in capital markets and recent regulatory changes.
- To provide both an institutional perspective on the investment banking industry and an opportunity to apply financial theories and models.

#### 3. Course Outcomes

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

CO Code	CO	BTL	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C152.10.1	Understand investment banking activities and its mechanics.	2	3	2	1	1		1		3	3
C152.10.2	Apply the concept of investment banking in solving issues such as de-listing and corporate restructuring.	3	3	3	3	1	3		2	3	3
C152.10.3	Evaluate financial framework of	5	3	3	3	2	3	1	2	3	1

	companies from investment banking perspective.										
<b>C152.10.4</b>	Combine various issues strategically with broader context of investment banking.	6	3	3	3	3	3	3	3	3	3
<b>C152.10</b>	<b>Average</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

#### 4. Text Book:

Investment Banking – Concepts, Analyses and Cases by Pratap Giri S. published by Tata McGraw Hill, New Delhi.

#### 5. Additional Readings and References:

Investment Banking Valuation, Leveraged Buyouts, and Mergers & Acquisitions by Joshua Rosenbaum and Joshua Pearl published by Wiley, New Delhi

#### 6. Evaluation Details

S. No.	Components	Weightage (%)	Tentative Week
1	T1	20	As per schedule
2	T2	20	As per schedule
3	T3(End-Term Exam)	35	As per schedule
4	Teacher's Assessment [Quiz, Assignments and Presentation]	25	To be communicated In class
<b>Total</b>		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 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.**

##### 6.3 Teacher's Assessment (25%)

Each student must appear in the quiz, submit assignments and give presentations which will be held in one of the classroom session after T1 and T2.

## 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	Theme of the day	Topics	Readings Text Book	Cases/ Exercises/ MOOC/Online resources
1 - 5	<b>Investment Banking Overview</b>	<b>Overview of Investment banking:</b> Concept and Definitions, Evolution of American Investment Banks, European Investment Banks, Global Industry Structure, Business Portfolio of Contemporary Investment Banks, Investment Banking in India, Introduction of Allied Businesses, Asset Management and Securities Business, Inter-Dependence between Different Verticals in Investment Banking, Regulatory Framework for Investment Banking in India, Conflict of interest in Investment Banking, The Dark side of Investment Banking, Full Service Investments Banks and Financial Conglomerates.	Ch 5 - 7	<b>HBS Case: Investment Banking in 2008: Rise and Fall of the Bear</b>
6-10	<b>Management of Domestic Issues</b>	<b>Domestic Issue Management:</b> Public Offers, Initial Public Offers, Going Public, Follow on Public Offers, Role of Merchant Banker as Issue manager, Conceptual Perspectives in Issue Management, Process Overview of Public Issues in India, SME Public Offers, Right Offers, Public Issue of Debt Securities.	Ch 8	<ul style="list-style-type: none"> <li>• <b>Case Let: Tata Steel Issue</b></li> <li>• <b>Case: Maruti Udyog Limited</b></li> </ul>
11-13	<b>Underwriting</b>	<b>Underwriting:</b> Concept, Devolvement, Business Model, Underwriting in Fixed Public Offers, Underwriting in Book-built Offers, Assessment of an Issue for Underwriting, Safety Net	Ch 9	
14-17	<b>Global Capital</b>	<b>Global Capital Market Offers:</b> Introduction to Global Capital Markets, International Listing Centres, International Bond Market, Depository Receipts, Equity Issues through Depository Receipts, Public	Ch 10	<b>HBS Case: Balancing the</b>

	<b>Market</b>	Offers in USA and UK, Issue in IDRs in India, Role of investment Bankers in Cross-Borders Issues.		<b>Power Equation: Suzlon Energy Limited</b>
18-20	<b>Buy-backs and De-listings</b>	<b>Buy-backs and De-listings:</b> Introduction to Share Repurchase or Share Buy-back, Equity Repurchase in India, Investment Banking Perspectives in Share Buy-back, Tax Aspects of Share Buy-back, De-listing of a Listed Company, Voluntary De-listing, Compulsory De-listing, Re-listing, Comparative Scheme of Buy-back Versus De-listing.	Ch 13	<b>HBS Case: Vedanta Limited: Delisting of Shares</b>
21-22	<b>Private Equity and Placements</b>	<b>Private Equity and Placements:</b> Concept and Background, Instruments Used in Private Placements, Private Equity, Venture Capital, Private Investment in Public Equity (PIPE), Private Placements and Investment Banking, Transaction Perspectives in Private Placements, Exit Mechanisms for PE Investors.	Ch 11- 12	
23-26	<b>Corporate Restructuring</b>	<b>Corporate Restructuring:</b> Overview of Corporate Re-organizations, Overview of Corporate Restructuring, Split-up Through Transfer of Assets, Split-up Through Transfer or Dilution of Ownership/Control, Investment Banking Perspectives in Corporate Restructuring.	Ch 14	<b>HBS Case: Standard Chartered PLC: Riding the Market During Corporate Restructuring</b>
27-30	<b>Mergers and Acquisition</b>	<b>Mergers and Acquisitions:</b> Introduction to M&A Market, Rationale for Mergers and Acquisitions, Investment Banking Perspectives in Mergers and Acquisitions, Transaction Process in M&A, Outbound Cross Border M&A from India,	Ch 15 - 16	<ul style="list-style-type: none"> <li>• <b>HBS Case: Canadian Pacific's Bid for Norfolk Southern</b></li> <li>• <b>HBS Case:</b></li> </ul>

	<b>s</b>	Leveraged Buy Out. <b>Sell Side M&amp;A</b> <b>Buy Side M&amp;A</b>	Ch 6 & 7 (Referenc Book)	<b>Merger of Equals: The Amalgamation Story of Allahabad Bank and Indian Bank</b>
--	----------	---	--------------------------------	---

Tutorials: **Ten tutorial sessions will be held during the course delivery.**

Date: January 01, 2022

Course Coordinator: Dr. Sweta Goel



## **Jaypee Business School**

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 309, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### **20M12BHR21- Leadership Skills for Managers**

**MBA 2020-22 Batch; Semester IV (Jan – May, 2022)**

#### **Course Outline**

<b>Course Code</b>	:	<b>20M12BHR21</b>
<b>Course Title</b>	:	<b>Leadership Skills for Managers</b>
<b>Course Credit</b>	:	<b>4</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Dr. Divya Goel</b>
<b>Email ID</b>	:	<b>divya.goel@jiit.ac.in</b>

#### **1. Course Introduction**

Business graduates are entrusted with management or leadership responsibilities within few years of completing their MBA. The LSM course is designed to address several fundamental aspects of managing and leading people. These include understanding self, influencing group behaviour, working with and managing people and leading, motivating and aligning people behind a common vision or direction. The course puts a particular emphasis on simultaneously managing one's career especially in its early stages.

#### **2. Course Objective**

This course aims at:

- exposing the students to the various concepts and practices of leadership.
- provides an insight into what, how and why of leadership.

#### **3. Course Outcomes**

The present course will substantiate the following learning outcomes for the students. After this course, students will be able to-

- Understand the concept of leadership & recognize the practices of an effective leader.
- Apply leadership theories and understand how to perform in a leadership role.
- Analyze and be sensitive towards the challenges of a leadership position.

- Develop capability of delivering their best in a leadership role in a turbulent business environment.

### **CO-PO Mapping:**

<b>NBA Code</b>	<b>Course Outcomes</b>	<b>BTL</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>C151.13.1</b>	Understand the concept of leadership & recognize the practices of an effective leader.	2	3		2	3					3
<b>C151.13.2</b>	Apply leadership theories and understand how to perform in a leadership role.	3	3	3	3	3	3				3
<b>C151.13.3</b>	Analyze and be sensitive towards the challenges of a leadership position.	4	3	3	3	3	3	3			3
<b>C151.13.4</b>	Develop capability of delivering their best in a leadership role in a turbulent business environment.	6	3	3	3	2	3	3	3	3	3
<b>C151.13</b>	<b>Average</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

#### **4. Text Book:**

- Gary, A .Yukl (2005), Leadership in Organizations, Pearson Education

#### **5. Additional Readings and References:**

- Hughes, Ginnett, Curphy (2016), Leadership: enhancing the lessons of experience, McGraw Hill.
- Newstorm, J. and John, P. (2015), Leaders and the Leadership Process, McGraw Hill.
- James M. Kouzes, Barry Z., Posner (2010), The Leadership Challenge, McGraw Hill.
- Northhouse, P.G. (2014), Leadership Theory and Practice, Sage Publications.

**SWAYAM Portal:** [https://onlinecourses.nptel.ac.in/noc21\\_mg35/preview](https://onlinecourses.nptel.ac.in/noc21_mg35/preview)

#### **6. Evaluation Details:**

<b>Sl. No.</b>	<b>Component</b>	<b>Weightage (%)</b>	<b>Tentative week of completion</b>
1	Assignment/Quiz	10%	<b>4-8</b>
2	Individual	15%	<b>10</b>

	project/Presentation		
3	T-1	20%	<b>As per schedule</b>
4	T-2 Test	20%	<b>As per schedule</b>
5	End Term Test	35%	<b>As per schedule</b>

### **6.1 Assignment/ Quiz (10%)**

There will be class quizzes/assignments. The average of quizzes/assignments will be considered for the purpose of evaluation against teacher's assessment component. The assignment will be assigned to the students at the end of 4 weeks and regular quizzes will be conducted.

### **6.2 Individual project/Presentation (15%)**

Students are required to work on individual research project which will be given by the learning facilitator to each student in the class. The detail regarding the project/presentation and deadline for submission of project report will be announced by the course coordinator in the class. Presentation by students on various assignments will also be evaluated under this head.

### **6.3 T-1-Test (20%)**

T-1-Test will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' objective / short / descriptive questions-based test 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 T - 2-Test (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 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.

### **6.5 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.

## **7. Pedagogy**

The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures, assignments, individual and group discussions, case-study, self-assessment exercises, presentations and introspection.



## 8. Session Plan:

Session .No	Lecture Topics	Text Book Chapter/ Readings	Cases/Activities/ Exercises
1-4	<p style="text-align: center;"><b><u>The leadership context</u></b></p> <ul style="list-style-type: none"> <li>• Leadership – Overview &amp; concept</li> <li>• Role and functions of a leader</li> <li>• Leadership Vs Management</li> <li>• Characteristics of an effective leader</li> <li>• Essential leadership skills &amp; qualities</li> <li>• Leadership and 3 Forces model</li> </ul>	<p>## chapter – 1 Gary, A .Yukl-Leadership in Organizations</p>	<p>Case: Who is a leader? Case of E Sreedharan-DMRC</p> <p>Exercise: Self Awareness: Readiness for leadership</p>
5-6	<p style="text-align: center;"><b><u>Persuasion</u></b></p> <ul style="list-style-type: none"> <li>• Attributes &amp; habits of Persuasive business Leaders.</li> <li>• Cialdini’s Principles of Persuasion.</li> <li>• Techniques for Success in Persuasion</li> <li>• Leadership by Persuasion</li> </ul>	<p>## chapter- 12  George Manning and Kent Curtis – The art of leadership</p>	<p>Exercise: What about you: assessing your ability to persuade others. Answer questions given in class.</p> <p>Article discussion: The Practical Art of Persuasion (<a href="https://hbr.org/2011/03/the-practical-art-of-persuasio">https://hbr.org/2011/03/the-practical-art-of-persuasio</a>)</p>
7-9	<p style="text-align: center;"><b><u>Interpersonal and Team Effectiveness</u></b></p> <ul style="list-style-type: none"> <li>• EI and leadership</li> <li>• Beblin team roles</li> <li>• Ginnett Team Effectiveness Leadership Model</li> <li>• High performance teams and leadership</li> </ul>	<p>## chapter- 10,11  George Manning and Kent Curtis – The art of leadership</p>	<p>Video: Top Team Leader Skills <a href="https://youtu.be/LqKKH7V401w">https://youtu.be/LqKKH7V401w</a></p> <p>Case: Team leadership in Army</p> <p><b>Article discussion: How Emotional Intelligence Became a Key Leadership Skill</b> (<a href="https://hbr.org/2015/04/how-emotional-intelligence-became-a-key-leadership-skill">https://hbr.org/2015/04/how-emotional-intelligence-became-a-key-leadership-skill</a>)</p> <p>Research paper 1 discussion &amp; presentation: <b>Collective enactment of leadership roles and team effectiveness: A field study</b></p>

			(Elsevier-Leadership quarterly)
10-12	<p><b><u>Perspectives on Cross Cultural Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Leadership &amp; culture</li> <li>• Hofstede’s dimensions of culture &amp; leadership styles</li> <li>• Leadership styles as per GLOBE clusters</li> </ul>	## chapter – 14 Gary, A .Yukl-Leadership in Organizations	<p>Exercise: National culture &amp; leadership (Hofstede’s framework)</p> <p>Reading: Cultural Influences on Leadership (<a href="https://www.hrpub.org/download/20200130/SA1-19614188.pdf">https://www.hrpub.org/download/20200130/SA1-19614188.pdf</a>)</p> <p>Research paper 2: <b>CROSS-COUNTRY PERSPECTIVE Cross-cultural comparison of cultural mythologies and leadership patterns</b></p>
13-17	<p><b><u>Leadership Theories</u></b></p> <ul style="list-style-type: none"> <li>• The Great man theory</li> <li>• Trait approach to leadership</li> <li>• Behavioral approach to leadership</li> <li>• Contingency theories of leadership</li> </ul>	## chapter – 6,7 Gary, A .Yukl-Leadership in Organizations	<p>Exercise: Self Awareness: Leadership Traits (pp299-Mittal)</p> <p>Case : A transformational leader : Narayana Murthy</p>
18-19	<p><b><u>Segment on What it takes to be a leader: M K Gandhi</u></b></p> <ul style="list-style-type: none"> <li>• What it takes to be a leader?</li> <li>• Lessons on Leadership by M K Gandhi</li> <li>• <b>Leadership Lessons from Business Leaders during Covid-19- Discussion</b></li> </ul>	## chapter – 12, 13 Gary, A .Yukl-Leadership in Organizations	<p>Exercise: Leadership &amp; Influence (Nelson &amp; Quick pf 364)</p> <p>Article discussion: <a href="https://www.forbes.com/sites/nishacharya/2019/10/02/mahatma-gandhi-at-150-lessons-on-leadership/?sh=5a12b621d7c1">https://www.forbes.com/sites/nishacharya/2019/10/02/mahatma-gandhi-at-150-lessons-on-leadership/?sh=5a12b621d7c1</a></p> <p>Research Article 3: <b>MAHATMA GANDHI – AN INDIAN MODEL OF SERVANT LEADERSHIP</b></p> <p>Video: <a href="https://youtu.be/s9Y1bREcjWA">https://youtu.be/s9Y1bREcjWA</a></p>
20-22	<p><b><u>Segment on What it takes to be a leader: JRD Tata and others</u></b></p>	## chapter – 12, 13 Gary, A .Yukl-Leadership in Organizations	HBR case: JRD tata

	<ul style="list-style-type: none"> <li>• About JRD tata and his leadership qualities</li> <li>• Leadership Style of JRD Tata</li> <li>• Leadership Lessons from JRD Tata</li> <li>• Leadership Lessons from NRN of Infosys</li> </ul>	<p>JRD Tata:  <a href="https://youtu.be/TbcRB-h6f6A">https://youtu.be/TbcRB-h6f6A</a>   <a href="https://youtu.be/5F1_EyJ_DRk">https://youtu.be/5F1_EyJ_DRk</a></p>	Case Assignment: Case centre case: Raghuram Rajan
23-25	<p><b><u>Changing Scenarios: Changing Styles- Emerging Leadership Models-Jack Welch and Steve Jobs and others</u></b></p> <ul style="list-style-type: none"> <li>• Jack Welch’s Approach to Leadership- 4 Es and P model</li> <li>• Transformational leadership: Lessons from great leaders like Jack Welch, Steve Jobs and Lee Iacocca.</li> <li>• Contemporary approaches to leadership: Servant And Authentic Leadership</li> <li>• <b>Covid-19 Heightens the Leadership Gap- Discussion on implications for leaders</b></li> </ul>	## chapter – 13 Gary, A .Yukl-Leadership in Organizations	<p>Case Study of Jack Welch: Leadership that Creates Innovation</p> <p>Article discussion:  <a href="https://hbr.org/2020/03/jack-welchs-approach-to-leadership">https://hbr.org/2020/03/jack-welchs-approach-to-leadership</a></p> <p>Authentic leadership case assignment: Exploring Authentic Leadership through Leadership Journey of Gandhi</p> <p><a href="https://www.dnaindia.com/india/report-from-entering-forbes-to-holding-top-posts-2021-year-of-women-achievers-gita-gopinath-falguni-nayar-leena-nair-2925060">https://www.dnaindia.com/india/report-from-entering-forbes-to-holding-top-posts-2021-year-of-women-achievers-gita-gopinath-falguni-nayar-leena-nair-2925060</a></p>
26-28	<p><b><u>Gender Challenges: Are there any? IndraNooyi, KiranMajumdar Shaw and others</u></b></p> <ul style="list-style-type: none"> <li>• Characteristics of Women leaders</li> <li>• Women in leadership: Benefits &amp; barriers</li> <li>• Explanations for the Glass Ceiling</li> <li>• Enabling &amp; Promoting Women in leadership</li> <li>• Challenges of Women Leaders and</li> </ul>	## chapter – 14 Gary, A .Yukl-Leadership in Organizations	<p><b>Video: What It Takes To Be A Leader: Insights From Women In Leadership Roles</b>  <a href="https://youtu.be/ICWjf2ZVTXc">https://youtu.be/ICWjf2ZVTXc</a></p> <p>Article:  <a href="https://www.indiatoday.in/magazine/business/story/2021">https://www.indiatoday.in/magazine/business/story/2021</a></p>

	<p>How to Overcome Them</p> <ul style="list-style-type: none"> <li>Women leaders: Role models- Indra Nooyi, Kiran Mazumdar Shaw, Arundhati Bhattacharya, Chanda Kochhar, Falguni Nayar, Leena Nair</li> </ul>		<p><a href="https://www.linkedin.com/pulse/1213-leading-lady-how-nykaa-s-founder-falguni-nayar-is-redefining-the-language-of-beauty-in-india-1883486-2021-12-03">1213-leading-lady-how-nykaa-s-founder-falguni-nayar-is-redefining-the-language-of-beauty-in-india-1883486-2021-12-03</a></p> <p>Exercise: Discussion &amp; presentation on Women leaders</p> <p>CASE: Madison, Jones, and Conklin (Gary Yukl)</p> <p>Research paper 4: <b>Pathways to Gender Equity in Leadership: More Than a Seat at The Table</b></p>
29-30	<p><b><u>Developing your Path- Ethical Leadership and Other Emerging Issues</u></b></p> <ul style="list-style-type: none"> <li>Steps in developing Leadership plan</li> <li>The Path to Effective Leadership</li> <li>Emerging issues in leadership: Ethical leadership, trust and servant leadership</li> <li>Leadership in the times of COVID-19</li> </ul>	<p>## chapter – 15 Gary, A .Yukl-Leadership in Organizations</p>	<p>IVEY Case: Ratan Tata: Ethical leadership</p> <p>Research paper 5: Self-Leadership: Why It Matters</p> <p>Article discussion: Ethical leadership &amp; the pandemic</p> <p>(<a href="https://www.linkedin.com/pulse/ethical-leadership-pandemic-vamsi-krishna-uv">https://www.linkedin.com/pulse/ethical-leadership-pandemic-vamsi-krishna-uv</a>)</p>

Ten tutorial sessions will be held during the course delivery.

**Course Coordinator: Dr. Divya Goel**

**Date: January , 2022**



### **Jaypee Business School**

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## **20M12BHR14: Talent Management**

**MBA 2020-22 Batch; Semester IV (JAN to April, 2022)**

### **Course Outline**

<b>Course Code</b>	:	<b>20M12BHR14</b>
<b>Course Title</b>	:	<b>Talent Management</b>
<b>Course Credit</b>	:	<b>04 (3L + 1T)</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Dr. Ruby Sengar Malhotra</b>
<b>Email ID</b>	:	<a href="mailto:ruby.sengar@jiit.ac.in"><u>ruby.sengar@jiit.ac.in</u></a>

#### **1. Course Introduction**

The course focuses on contemporary methods of talent management including talent planning, talent development, talent retention, and succession planning. A strategic approach to recruitment and selection is emphasized, incorporating essential talent planning components. Scientifically sound measures of performance used in assessment, selection, and decision-making will be examined. Practical applications of all material will assimilate through extensive use of cases and experiential exercises.

#### **2. Course Objectives**

- This course will familiarize students with the integration of strategy in talent management.
- The course helps in developing knowledge and skills for effective sourcing, recruitment and retention.

#### **3. Course Outcomes**

After this course, students will be able-

- Understand the process and purpose of Talent Management and translate understanding in creating Talent Model.
- Identify various elements of succession planning and talent assessment.

- Examine the process of integration of succession planning and career planning and challenges involved.
- Evaluate linkage of various HR practices and talent management for retaining talent.

### CO-PO and CO-PO Mapping:

CO Code	COs	BTL	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C151.6.1	Understand the process and purpose of Talent Management.	2	3	3	3	1			1	1	3
C151.6.2	Identify various elements of succession planning and talent assessment.	3	3	3	3	2			2	2	2
C151.6.3	Examine the process of integration of succession planning and career planning and challenges involved.	3	3	3	3	2		2	3	2	2
C151.6.4	Evaluate linkage of various HR practices and talent management for acquiring and retaining talent.	5	2	3	3	2	3	2	3	2	3
C154.10	<b>Average</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>

#### 4. Text Book:

- Berger, L.A. and Berger, D.R., "The Talent Management Handbook", McGraw Hill.

#### 5. Additional Readings and References:

- Merlevede, P., "Talent Management: A Focus on Excellence", First Edition
- Rao.T.V, Hurconomics for talent Mgt: Making the HRD missionary Business-driven. Pearson.
- Bhattacharyya, D.K., "Human Resource Planning", Second Edition, Excel Books
- Human Resource Selection Gatewood, Field and Barrick Cengage Learning
- Recruitment and Selection – Roberts,G., Jaico Book

#### 6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Quiz	10	3-5
3	T2	20	As per schedule
4	Project/Presentation	15	Before end-term exam
5	T3 (End-Term Exam)	35	As per schedule
<b>Total</b>		<b>100</b>	

### 6.1 Quiz on topics covered (10%)

Each student must appear in the quiz component which will be held in one of the classroom sessions 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 Project (15%)

Students have to make a group of 2 students in 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 the project. Each group has to prepare a project report based on application of concepts learned in the course. Details of content and deadline for submission of group project report will be communicated by the course coordinator. Project presentation by students will also be evaluated under this head.

### 6.4 T3 End-Term Exam (35%)

The End-Term Exam 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, classroom discussion and case discussions on each module. The course includes a group project. 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 1	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-3	Talent Management (TM)—an Introduction.	Concept of Talent, Talent Management, Talent Reservoir, Talent Development approaches	Chapter 1	Case: Parrika chemicals Case: Facebook's Simply Amazing Talent Management Practices + activity + Video Analysis Research Paper: Talent management: what is it, who

				owns it, and why should you care?
4-7	Creating a talent Management system, TM model.	Four steps to creating a Talent Management System, the journey to Organizational Excellence: Navigating the forces impacting Talent Management	<b>Chapter 2, 3 &amp; 4</b>	Case: Major League Baseball's quest for Super keepers + Exercise + Video Analysis
8-11	Talent acquisition	Concept of Talent Acquisition, Finding and Hiring Fast-Track talent, Using a TM model for Selection	<b>Chapter 15 &amp; 16</b>	Case: Talent's talent for creating talent at ArcelorMittal + Discussion over MOOC course (Talent Acquisition and Management) + Video Analysis <b>Research Paper: Employer Brand for Talent Acquisition: An Exploration towards its Measurement</b>
12-15	Formulating coaching, training and development approach for driving talent mgt process.	Integrating coaching, training and development with TM, Leadership Coaching, Coaching the Superkeepers, Differentiating leaders throughout an entire organization	<b>Chapter 27-30</b>	Article: 5 Steps to Integrating Coaching into Your Talent Management Strategy Case: 4 Reasons Managers Should Spend More Time on Coaching + activity + Podcast Analysis <b>Research Paper: Realizing untapped people potential in the tourism and hospitality sector: The upside of inclusive talent management and talent development practices</b>
16-18	Managing succession.	Achieving organization excellence through talent planning and development, developing superkeepers, keepers and solid citizens, allocating training and development resources based on contribution	<b>Chapter 17, 18 &amp; 19</b>	Case: The holy grail of effective leadership succession planning: How to overcome the succession planning paradox; Article: The 4 key benefits of succession planning + Exercise + Video Analysis
19-22	Integrating Succession planning and Career	Optimizing your investment in your employees, CEO succession planning: ensuring leadership at the top, Succession planning in	<b>Chapter 20, 21 &amp; 24</b>	Article: Engaging in Succession Planning; Case: Career Development & Succession Planning: The



	planning.	family businesses.		Need & The Basics; Article: What Are the Seven Steps to Succession Planning? + activity + Video Analysis <b>Research Paper:</b> <b>Understanding succession planning as a combating strategy for turnover intentions</b>
23-25	Talent development through competency Development.	Competencies: the first building block of TM, how competencies create economic value, Talent development through competency Development.	<b>Chapter 5 &amp; 6</b>	Case: Turning Potential into Success: The Missing Link in Leadership Development + activity + Video Analysis Research Paper: Talent management - competency development: key to global leadership
26-28	Mentoring for managing talent.	Talent Management and Mentoring, Talent Management mentoring wheel	<b>Chapter 27</b>	Article: Talent Management Mentoring; What Great Mentorship Looks Like in a Hybrid Workplace + Exercise + podcast analysis
29-30	Employer branding and talent management.	Concept of employer branding, integration of employer branding and Talent Management, Current Trends	<b>Chapter 36</b>	Article: CEOs Need to Pay Attention to Employer Branding; Case: Why We Need to Rethink "Employer Brand + Exercise + Video Research Paper: Employer Brand for Talent Acquisition: An Exploration towards its Measurement

Ten tutorial sessions will be held during the course delivery.

**Date: January, 2022**

**Course Coordinator: Dr. Ruby Sengar Malhotra**



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### 20M12BHR20: Team Building and Conflict Management

MBA 2020-2022, Semester –IV (January -May 2022)

#### 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.

<b>Course Code</b>	:	20M12BHR20
<b>Course Title</b>	:	Team Building and Conflict Management
<b>Course Credit</b>	:	04 (3L + 1T)
<b>Session Duration</b>	:	60 Minutes
<b>Name of the Faculty</b>	:	<b>Dr. Mitushi Singh</b>
<b>Email ID</b>	:	<a href="mailto:mitushi.singh@jiit.ac.in">mitushi.singh@jiit.ac.in</a>

---

#### 1. Course Introduction

The nature of contemporary organizations calls for active involvement of team to achieve objectives through team synergy. In its own capacity, each organization invests enormous intellectual and monetary input towards developing high performance teams. This course covers specific concepts of team building within an organization and important aspects of conflict management through experiential learning and real time situations.

#### 2. Course Objective

- Understanding the dynamics between, “individual” and the, “group”.
- Understand the importance of Team Roles and Power & Influence in teams; with the help of role plays, games etc.
- Understanding and inculcating the characteristics High Performance Teams; through effective problem solving, decision making, strategizing and Leadership
- Understanding the nature, importance and basis of Organizational Conflict.
- Learning techniques of Conflict Management

### 3. Course Outcome

The present course will substantiate the following learning outcomes for the students:

- Understand the importance of team building for organizational effectiveness.
- Identify inter group and intra group dynamics.
- Analyse conflict management process for effective team building..
- Develop new teams in organizations.

Course Outcome :

C151.12.1		Understand the importance of team building for organizational effectiveness.
C151.12.2		Identify inter group and intra group dynamics.
C151.12.3		Analyse conflict management process for effective team building.
C151.12.4		Develop new teams in organizations.

CO Code	COs	BTL	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C151.12.1	Understand the importance of team building for organizational effectiveness	2	3		2	3					3
C151.12.2	Identify inter group and intra group dynamics.	1	3	3	3	3	3				3
C151.12.3	Analyse conflict management process for effective team building.	4	3	3	3	3	3	3	3	3	3
C151.12.4	Develop new teams in organizations.	6	3	3	3	2	3	3	3	3	3
<b>C151.12</b>	<b>Average</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>

### 4. Text Book:

Group Dynamics, Donelson R Forsyth, Cengage Learning.

Negotiation. Lewicki, Saunders, Barry. McGraw Hill.

### 5. Additional Readings and References:

- Creating Effective Teams A Guide for Members and Leaders. Susan A Wheelan. Sage
- Conflict Management-A practical guide to developing Negotiation Strategies. Corvette. Pearson.
- Team Building ,Glenn M Parker & Richard Kropp
- <https://www.udemy.com/course/building-your-team-how-to-put-together-the-perfect-team/>
- [https://onlinecourses.swayam2.ac.in/cec22\\_hs30/preview](https://onlinecourses.swayam2.ac.in/cec22_hs30/preview)

### 6. Evaluation Details:

Sl. No.	Component	Weightage (%)	Tentative week of completion
1	Quiz	10%	4-6 week
2	Project/Presentation.	15%	Before end term exam.
3	T1 Test	20%	As per schedule
4	T2 Test	20%	As per schedule
5	End Term Test	35%	As per schedule

#### 6.1 Quiz (10%)

There will be a Quiz of 10 marks. Each student must appear in the quiz component which will be held in one of the classroom session after T1.

#### 6.2 Research Project/Presentation (15%)

Review the literature on Conflict Management and understand the various types of conflicts. Discuss the issues related to 'intra-personal conflict'. Presentation by students will also be evaluated under this head.

#### 6.3 Term 1 Exam (20%)

Term1 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 Term 2 Exam (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

#### 6.5 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.

### 7. Pedagogy

The mode of experiential learning and simulations will enhance the students understanding of group dynamics, individual and collective power and important limitations of collectivism. Each module

would include a range of different processes such as individual or team problem solving initiatives, games, simulation exercises, structured processes, sharing sessions and structured interactions. In all these events, students would be actively engaged in the learning process and are able to generate meaningful, relevant insights from their experience.

**8. Session Plan:**

<b>Sess ion</b>	<b>Theme of the day</b>	<b>Lecture Topic</b>	<b>Reference/ Text Book Chapter</b>	<b>Cases/Activities/ Exercises</b>
<b>1-5</b>	<b>Introdu ction to group dynamic s</b>	Understanding the meaning & nature of group dynamics Classifying group & teams Individual - self and social identity Stages of Group formation	Ch-1	Ice breakers / Team Building Exercise One word Icebreaker
<b>6-11</b>	<b>Teams Forma tion and Develo pment</b>	Dynamics of team orientation and team identification Interpersonal dynamics in team building Organizational initiatives in team building	Ch-4&5 <a href="https://www.managementstudyguide.com/importance-of-team.htm">https://www.managementstudyguide.com/importance-of-team.htm</a>	Case Study1 : The Army Crew Team_HBR  Article: How to manage virtual teams and maintain high morale for team members  <a href="https://www.youtube.com/watch?v=cJ8aia6PmWk">https://www.youtube.com/watch?v=cJ8aia6PmWk</a> <a href="https://www.youtube.com/watch?v=jan6Fy8qB7o">https://www.youtube.com/watch?v=jan6Fy8qB7o</a> <a href="https://www.youtube.com/watch?v=wuzJ2KhfoQI">https://www.youtube.com/watch?v=wuzJ2KhfoQI</a> <a href="https://www.youtube.com/watch?v=mCEob8Jyecw">https://www.youtube.com/watch?v=mCEob8Jyecw</a> <a href="https://www.youtube.com/watch?v=v2PaZ8Nl2T4">https://www.youtube.com/watch?v=v2PaZ8Nl2T4</a>
<b>12-15</b>	<b>Team Structu re and Roles</b>	Development and transmission of team norms Development of status and relational norms Team socialization and orientation Communication and relationship building	Ch-6	Activity –Team Norms and roles : <i>The tricky tales: A Team Building Approach</i> Successful teamwork: A case study
<b>16-19</b>	<b>Power and</b>	Nature of Majority and Minority influence	Ch-7	Activity team Building and development :

	<b>Influence in teams</b>	In - group pressures to conforming Sources of team influence & power The metamorphic effects of power		<i>Skills For sales</i>  Case Study 2: The Peoples temple Metamorphic effects of power Research Paper 1 : TEAM BUILDING AND TEAMWORK IN ORGANIZATIONS: IMPLICATIONS TO MANAGERS AND EMPLOYEES IN WORK PLACES
20-22	<b>Performance and Decision making in teams</b>	Individual v/s group decision making Need for group decisions Nature of Team synergy and effectiveness Social facilitation and its applicability Enhancing Team creativity Team limitations - Social Loafing	Ch-8	Case Study 3: The bay of pigs planners: Disastrous decisions and team think  Article: Why Teams don't work, J. Richard Hackman; Diane Coutu, HBR.
23-24	<b>Building of high performance teams</b>	Four C factors in high performing teams Ways to build high performance team Characteristics of high performance teams Emerging Issues in Team management Managing Virtual Teams	Ch-10	Tower Building Exercise  Research Paper 2: Impact of Conflict Management Styles on Team Performance on Supervisors of Teams in Universities
25-26	<b>Nature of individual and group conflict</b>	Evolution of intergroup conflict Team conflict and competition Individual limitations and conflict Personal likes and conflict Confrontation and escalation	Ch-13	Case Study 4: The Dollar Auction Game: A Lesson in Conflict Escalation  Research paper 3: CONFLICT MANAGEMENT IN TEAMS CAUSES & CURES
27-28	<b>Managing</b>	Negotiation and its components.	Ch-14	Case Study 5: Saga of the Merged Team

	<b>Conflict</b>	Negotiation: Strategy and planning. Negotiation styles.		
<b>29-30</b>	<b>Models of effective team building</b>	The Hackman model of team effectiveness, The T7 model of team effectiveness,	Ch-16	LOST AT SEA INDIVIDUAL WORKSHEET
		The Katzenbach and Smith Team Effectiveness Model The GRPI model of team effectiveness		

For the course 10 Tutorial sessions will be conducted.

**Course Coordinator: Dr Mitushi Singh**

**Date: January 2022**



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### 20M12BIA20: Big Data Analytics

MBA 2020-22 Batch; Semester IV (JAN to April, 2022)

#### Course Outline

Course Code	:	20M12BIA20
Course Title	:	Big Data Analytics
Course Credit	:	04 (3L + 1T)
Session Duration	:	60 Minutes
Name of the Faculty	:	Dr. Nitish Andola
Email ID	:	<a href="mailto:nitish.andola@mail.jiit.ac.in">nitish.andola@mail.jiit.ac.in</a>

#### 1. Course Introduction

Big data is becoming one of the most important technology trends that have the potential for dramatically changing the way organizations use information to enhance customer experience and transform their business models. So, this course would help the students to understand big data technologies such as Hadoop, MapReduce, Visualization tools and new Database engines to transform the value of their data.

#### 2. Course Objectives

The learning objectives of this course are as follows:

- Concepts about how to apply Big Data analytics that enables businesses to effectively interpret big data.
- To learn the principles of Big Data analytics and apply them to achieve real, pragmatic solutions

#### 3. Course Outcomes

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

- understand the concept of big data
- make use of the big data technology in business problems
- Recommend big data technology in different business verticals



### CO-PO and CO-PSO Mapping:

CO Code	Cos	BTL Level	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
C166.9.1	Understand the concept of big data	1	2	2	3		3		2	3	3
C166.9.2	Make use of the big data technology in business problems	3	1	3	3		3		3	2	3
C166.9.3	Recommend big data technology in different business verticals	5	3	3	2		2		3	2	3
C166.9	<b>Average</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>		<b>2</b>		<b>2</b>	<b>2</b>	<b>3</b>

#### 4. Text Book:

1. Buyya, R., Calheiros, R.N. and Dastjerdi, A.V. eds., 2016. *Big data: principles and paradigms*. Morgan Kaufmann.

#### 5. Additional Readings and References:

1. Russom, P., 2011. Big data analytics. *TDWI best practices report, fourth quarter, 19(4)*, pp.1-34.
2. Tsai, C.W., Lai, C.F., Chao, H.C. and Vasilakos, A.V., 2015. Big data analytics: a survey. *Journal of Big data, 2(1)*, pp.1-32.
3. Kambatla, K., Kollias, G., Kumar, V. and Grama, A., 2014. Trends in big data analytics. *Journal of parallel and distributed computing, 74(7)*, pp.2561-2573.
4. LaValle, S., Lesser, E., Shockley, R., Hopkins, M.S. and Kruschwitz, N., 2011. Big data, analytics and the path from insights to value. *MIT sloan management review, 52(2)*, pp.21-32.
5. Zakir, J., Seymour, T. and Berg, K., 2015. Big Data Analytics. *Issues in Information Systems, 16(2)*.
6. Warehousing Act, APMC Act. and warehousing corporations
7. Rajaraman, V., 2016. Big data analytics. *Resonance, 21(8)*, pp.695-716.
8. Hoelscher, J. and Mortimer, A., 2018. Using Tableau to visualize data and drive decision-making. *Journal of Accounting Education, 44*, pp.49-59.
9. Shoro, A.G. and Soomro, T.R., 2015. Big data analysis: Apache spark perspective. *Global Journal of Computer Science and Technology*.

## 6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Assignment	10	4
3	T2	20	As per schedule
4	Presentation	15	8
5	T3(End-Term Exam)	35	As per schedule
<b>Total</b>		100	

### 6.1 Assignment on topics covered (10%)

Each student must appear in the assignment 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 Presentation Report (15%)

The following are required in field-work

1. 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.

## 8. Session Plan:

<b>Session No.</b>	<b>Theme of the day</b>	<b>Topics</b>	<b>Readings Text Book 1</b>	<b>Cases/Activities/ Exercises/M OOC/Online resources/Videos</b>
1-3	Getting Started with Big Data	Types of Digital Data, Introduction to Big Data, Big Data Characteristics, Big Data Analytics, Big Data Open Source Tools	<b>Chapter 1</b>	Big data: principles and paradigms
4-8	Technology Foundations for Big Data	Introduction to Hadoop, HDFS, Data Storage in Hadoop, Data Retrieval in Hadoop, MapReduce S	<b>Chapter 6</b>	Big data: principles and paradigms
9-12	Big Data Management	Introduction to Yarn, Basics of Sqoop, Features of Sqoop, Basics of flume	<b>Chapter 7</b>	Big data: principles and paradigms
13-16	Analytics and Big Data	Analyzing Data with Hadoop, Introduction to Apache Pig, Features of Pig, Introduction to NoSql DataBases	<b>Chapter 7</b>	Big data: principles and paradigms
17-22	Big Data Implementation	MongoDb database creation, Creating Collection, Creating documents.	<b>Section 1</b>	Internet
23-27	Big Data Solutions in the Real World	Case Study of Amazon, Walmart, Facebook	<b>Section 2</b>	Research Articles
28-30	Big Data Best Practices	Define Big Data Business Goals, Assess and Strategize with partners, Determine what you have and what you need in Big Data.	<b>Section 1</b>	Big data analysis

Ten Tutorial will be held during the course delivery

**Date: January 01, 2021**

**Course Coordinator: Dr. Nitish Andola**



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

### 20M12BMM23: Digital Marketing

MBA 2020-22 Batch; Semester IV (JAN to April, 2022)

#### Course Outline

<b>Course Code</b>	:	<b>20M12BMM23</b>
<b>Course Title</b>	:	<b>Digital Marketing</b>
<b>Course Credit</b>	:	<b>04 (3L + 1T)</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Dr. Archana Shrivastava</b>
<b>Email ID</b>	:	<b>archana.shrivastava@jiit.ac.in</b>

#### 1. Course Introduction

Technological advances and the speed with which new technologies are being embraced by corporate, along with the rising power of the consumers and their ability to get what they want, when they want it, from whomever they want, have opened up new challenges for marketing. With this in mind, the course facilitates an understanding the digital world.

#### 2. Course Objectives

The learning objectives of this course are as follows:

- Recognising the ability of the digital marketing to increase efficiency in established marketing functions
- Studying the usage of the internet as a marketing planning tool
- Appreciating how organisations can leverage the benefits of social media for maximum benefit
- Embracing cutting edge business strategies that generate revenue while delivering customer value

#### 3. Course Outcomes

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

- Understand the basics of digital marketing.
- Apply digital marketing techniques to marketing management.
- Analyse the consumer for developing suitable digital marketing plans.

- Evaluate the effectiveness of digital campaigns
- Design effective digital marketing plans and strategies

### **CO-PO and CO-PSO Mapping:**

CO Code	COs	BTL	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
153.15.1	Understand the basics of digital marketing.	2	3	2	1	1	1	1			2
153.15.2	Apply digital marketing tools and techniques to marketing management.	4	3	3	3		2	3	3	3	3
153.15.3	Analyse the consumer for developing suitable digital marketing plans.	3	3	3	3	3	2	2	2	3	2
153.15.4	Evaluate the effectiveness of digital campaigns	6	3	3	3	2	2	2	3	3	3
153.15.5	Design effective digital marketing plans and strategies	6	3	3	3	2	3	3	3	3	3
153.15	<b>Average</b>		3	3	3	2	3	3	3	3	3

#### **4. Text Book:**

- Puneet Singh Bhatia (2018), Fundamentals of Digital Marketing, Pearson India Education.
- Ian Dodson (2017), The Art of Digital Marketing, Wiley.

#### **5. Additional Readings and References:**

- Swaminathan T.N, Karthik Kumar (2016), Digital Marketing, Cengage Learning.
- Seema Gupta (2015), Digital Marketing, McGraw Hill Education.
- Search Engine Optimization Book © Aaron Matthew Wall

#### **6. Evaluation Details**

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Quiz	5	6-7
3	T2	20	As per schedule
4	Online Certification in Digital Marketing Courses	5	10
4	Project	15	8-10
5	T3(End-Term Exam)	35	As per schedule
<b>Total</b>		100	

### 6.1 Quiz on Digital Marketing Tools (5%)

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 Online Certification in Digital Marketing Courses (5%)

Students will be asked to acquire certification in HubSpot digital marketing course.

### 6.4 Project Report (15%)

Groups will be formed. Each group has to choose an organization (a neighborhood store/NGO/School/ business venture etc). Students need to plan, formulate, apply and measure digital marketing strategies for the selected organization. Students will have to take the consent from the business owner and will have to keep her in the loop and take consent at every stage of planning, formulating and applying digital marketing strategies. The project will be done in four phases, in the first phase identifying and defining objective, in the second phase –customer profiling, third phase will involve creating digital marketing strategies and finally evaluating the strategies will be part of the phase four.

### 6.5 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, classroom discussion and case discussions on each module. Students will be encouraged to enroll for online digital marketing courses and obtain certificates. In addition to online certification a lot of emphasis will be given on learning digital marketing tools. The course also includes group project on digital marketing. Students will be asked to apply digital marketing tools in their project work. The course coordinator will provide adequate guidance for individual and group work.

## 8. Session Plan:

Sess ion No.	Theme of the day	Topics	Readings Text Book 1, 2	Cases
1-3	Introduction to Digital Marketing	Introduction, Underlying Technology and Frameworks, Digital Marketing Framework	Chapter 1 (Punnet Sing Bhatia)	Flipkart: Heralding Indian E-commerce

4-6	Consumer and Digital Marketing	Consumer Behavior on Internet, Managing Consumer Demand	Chapter 3 (Punnet Sing Bhatia)	Twitter India: Monetizing Communication
7-9	Digital Marketing Assessment Phase	Elements of assessment phase, Digital Marketing Internal Assessment, Digital Marketing Objectives Planning	Chapter 4 (Punnet Sing Bhatia)	Who Are You with Nikon
10-12	Digital Marketing Strategy	Understanding digital business strategy, digital marketing mix, digital marketing strategy roadmap	<b>Chapter 5 (Punnet Sing Bhatia)</b>	How Business Pioneers take advantage of Quora
13-15	Website Planning and Development	Understanding Digital Marketing Conversion, Basics of Web Development and Management, User experience Usability, and Service Quality Elements	<b>Chapter 7 (Punnet Sing Bhatia)</b>	Jet Blue Uses Social Media to Connect with Customers
16-18	Social Media Marketing	Introduction, Goals, Channels, Implementation, Analysis	Chapter 6 Ian Dodson (2017), The Art of Digital Marketing, Wiley.	Facebook India: Expanding the Network
19-21	Mobile Marketing	Introduction, Opportunity, Optimize, Advertise, Analysis	Chapter 8 Ian Dodson (2017), The Art of Digital Marketing, Wiley.	Case Study: The Huffingpost Post: How a Single Voice Became Many
22-24	Mobile Application Marketing	Introduction, Advantages of Apps, Apps versus Web Apps, App Development, In-App Ads	Chapter 8 Ian Dodson (2017), The Art of Digital Marketing, Wiley. Page 126	Uber India “JersyKnowsNoGender Campaign”
24-26	Search Engine Optimization	Introduction, Positioning Search Behaviour, On page off page optimization	Chapter 2 Ian Dodson (2017), The Art of Digital	Google India: From Keyword to Alphabet

			Marketing, Wiley.	
26-30	Web analytics	Goals, Monitor, Analysis	Chapter 9 Ian Dodson (2017), The Art of Digital Marketing, Wiley.	SAS Social Media Analytics: Monitoring brand with a brand

Note: 10 Tutorial Classes in addition to 30 lectures

Date: January 5, 2022

Course Coordinator: Dr. Archana Shrivastava





## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## 20M12BIA21: DATABASE Management USING SQL

MBA 2020-22 Batch; Semester IV (Jan to April, 2022)

### 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. The same will be communicated in the class in advance.

---

<b>Course Title:</b>	<b>DATABASE Management USING SQL</b>
<b>Course Code:</b>	<b>20M12BIA21</b>
<b>Course Credit:</b>	<b>4(3L+1T)</b>
<b>Learning Facilitator:</b>	<b>Prof. Ajit Kumar</b>
<b>Target learners:</b>	<b>MBA (2020-22 Batch), Semester-IV</b>
<b>Faculty Office:</b>	<b>Arya Bhatt Bhawan II, IV Floor</b>
<b>Meeting Time:</b>	<b>By Appointment</b>
<b>Phone:</b>	<b>0120 - 2594476</b>
<b>Email ID:</b>	<b>ajit.kumar@jiit.ac.in</b>

#### 1. Course Introduction:

Data management is an important aspect of organizations for all kinds of work such as financial, managerial and accounting. SQL (Structured Query Language) is a valuable tool designed for this purpose. It is a database computer language designed for managing data in relational database management systems (RDBMS). The scope of SQL includes data query, data manipulation (insert, update and delete), data definition (schema creation and modification), and data access control.

#### 2. Course Objectives

- To learn the data retrieval process using SQL
- To master the SQL commands for all kinds of work such as financial, managerial and accounting.

#### 3. Course Outcomes

After this course, students will be able to -

- understand the use of SQL in various functional areas of business
- make use of the commands of SQL for data retrieval and manipulation
- simplify the data management issues in business using the SQL software
- improve the database building process for a company

#### 4. Evaluation Details:

Sl. No.	Component	Weightage (%)	Deadlines (Tentative Dates)
1	Assignments	10%	Continuous Evaluation
2	Project Report	15%	Continuous Evaluation
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

#### 5. Recommended Text Books

- **Head First SQL**, Lynn Beighley, O'Reilly, 2007

#### 6. Reference books:

- **Data Analysis using SQL and Excel**, 2nd edition by Gordon S. Linoff, Wiley Publication, 2016
- **Principles Of Database Management**, by Wilfried Lemahieu et al., Cambridge University Press, 2018

#### 7. 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.

#### 8. Session Plan

Sessions	Topics	Readings from text book	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-2	Introduction to Database Management and SQL	Chap 1	Current business news articles
3-5	Create and Manage Tables.	Chap 2	Exercise: Prepare a descriptive table using SQL queries on kaggle dataset.
6-8	Manipulating Data Using DML. Managing database transactions	Chap 3	Project work on Kaggle datasets.
9-11	Retrieving. Restricting and Sorting Data	Chap 4	
12-14	Using Single-Row Functions to Customize Output	Chap 5	Exercise: Using Single-Row Functions on kaggle dataset.
15-17	Aggregating Data Using the Group Functions.	Chap 6	Exercise: Using group Functions on kaggle dataset.
18-20	Retrieving Data Using Subqueries. Using the Set Operators	Chap 7	Exercise: Using sub-queries on kaggle dataset.
21-25	Creating Other Schema Objects. Database Tuning. Controlling User Access	Chap 8	Exercise: Using join Functions on kaggle dataset.
26-30	Building a Multi-table Relational Database.	Chap 9	Exercise: Using Union Functions on kaggle dataset.
<b>30</b>			

**Course Coordinator: Prof. Ajit Kumar**



## Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## 20M12BIA18: FRAUD ANALYTICS

MBA 2020-22 Batch; Semester IV (JAN to April, 2022)

### 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. The same will be communicated in the class in advance.

---

<b>Course Title:</b>	<b>FRAUD ANALYTICS</b>
<b>Course Code:</b>	<b>20M12BIA18</b>
<b>Course Credit:</b>	<b>4(3L+1T)</b>
<b>Learning Facilitator:</b>	<b>Prof. Ajit Kumar</b>
<b>Target learners:</b>	<b>MBA (2019-21 Batch), Semester-IV</b>
<b>Faculty Office:</b>	<b>Arya Bhatt Bhawan II, IV Floor</b>
<b>Meeting Time:</b>	<b>By Appointment</b>
<b>Phone:</b>	<b>0120 - 2594476</b>
<b>Email ID:</b>	<b><a href="mailto:ajit.kumar@jiit.ac.in">ajit.kumar@jiit.ac.in</a></b>

#### 1. Course Introduction:

Every service providing organization from telecommunication to insurance and healthcare to banks are suffering from different kinds of digital and non-digital frauds. Identifying and monitoring frauds is a priority for every organization. Fraud analytics is based on data science methodologies and analytical techniques to build and deploy effective fraud detection solutions. For Finance or E-commerce professional dealing with cyber fraud, or a graduate aiming for a career in fraud analytics, this course is pre-requisite.

#### 2. Course Objectives

- Identifying and monitoring frauds for organizations
- Using analytics to detect and predict frauds

#### 3. Course Outcomes

After this course, students will be able to -

- understand the concept of how descriptive, predictive, and social network techniques helps in detecting and predicting
- make use of the fraud analytics to detect and predict fraud
- examine fraud patterns in historical data
- develop a comprehensive fraud detection analytics solution

**4. Evaluation Details:**

Sl. No.	Component	Weightage (%)	Deadlines (Tentative Dates)
1	Assignments	10%	Continuous Evaluation
2	Project Report	15%	Continuous Evaluation
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

**5. Recommended Text Books**

- **Fraud Analytics**, Baesens, Vlasselaer and Verbeke, Wiley, 2016

**6. Additional references**

- **Using Analytics to Detect Possible Fraud**, Pamela S. Mantone, Wiley, 2013

**7. 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.

**8. Session Plan**

Sessions	Theme of the day	Topics	Readings	Cases/Activities/ Exercises/MOOC/Online resources/Videos
1-4	Introduction to Fraud Analytics	Fraud: Detection, Prevention, and Analytics	Ch. 1	Detecting and Preventing Fraud with Data Analytics by Adrian Bănărescu
5-8	Data preparation	Data Collection, Sampling, and Pre-processing	Chap 2	Fraud analytics using data mining
9-12	Initiating Fraud Analytics	Descriptive Analytics for Fraud Detection	Chap 3	Refund fraud analytics for an online retail purchase
13-16	Predictive Techniques	Predictive Analytics for Fraud Detection	Chap 4	Analytics for Insurance Fraud Detection: An Empirical Study
17-20	SNA techniques	Social Network Analysis for Fraud Detection	Chap 5	Social network analytics for supervised fraud detection in insurance
21-25	Reporting	Fraud Analytics: Post-Processing	Chap 6	Project work
26-27	Recent phenomena	Fraud Analytics: A Broader Perspective	Chap 7	Discussion on recent cases
29-30	Forensic Audit	Serious Fraud Investigation Office (SFIO), India – functions, process and case of Bank Fraud investigations	Online resources: <a href="https://sfio.nic.in/">https://sfio.nic.in/</a>	Discussion based on Investigation Procedure at “ <a href="https://sfio.nic.in/investigation-procedure">https://sfio.nic.in/investigation-procedure</a> ”
<b>30</b>				

**Course Coordinator: Prof. Ajit Kumar**



### Jaypee Business School

A Constituent of Jaypee Institute of Information Technology  
(Declared Deemed to be University u/s 3 of UGC Act)  
A-10, Sector 62, NOIDA, 201 307, INDIA, [www.jbs.ac.in](http://www.jbs.ac.in)

## **20M12BAF17: International Financial Management** **MBA 2020-22 Batch, Semester IV (January – May 2022)**

### **Course Outline**

<b>Course Code</b>	:	<b>20M12BAF17</b>
<b>Course Title</b>	:	<b>International Financial Management</b>
<b>Course Credit</b>	:	<b>04 (3L + 1T)</b>
<b>Session Duration</b>	:	<b>60 Minutes</b>
<b>Name of the Faculty</b>	:	<b>Prof. S C Bansal</b>
<b>Email ID</b>	:	<b>bansal@iiml.ac.in</b>

#### **1. Course Introduction**

International Finance concerns itself with aspects of financial planning and investment in financial assets in the global scenario in this age of free trade and increasing internationalization. The subject is aimed at providing insight to the various analytical techniques required to take decisions involving foreign exchange, hedging, and an understanding of foreign exchange markets and monetary systems. The course also provides background of international trade, factors governing exchange rates and new developments taking place in terms of various financial instruments in vogue.

#### **2. Course objectives**

- Explore the evaluation of international monetary system over time
- Learn the use of balance of payment for managerial decision making
- Analyze the multitude and functioning of foreign exchange market
- Explain the determination and forecasting of foreign exchange rates
- Understand and manage the foreign exchange exposures
- Discuss financial decision making in a multinational firm

#### **3. Course Outcomes**

The learning objectives of this course are as follows:

- Understand the concepts and procedures of international finance.
- Apply various issues relating to foreign currency and its effect on international trade.
- Evaluate financial framework for international business.
- Combine various issues strategically with broader context of international finance.

## COURSE OUTCOME

After successful completion of this course students will be able to:

CO	Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	Understand the concepts and procedures of international finance.	3	2	1	1			1		3
2	Apply various issues relating to foreign currency and its effect on international trade.	3	3	3	1	3		2		3
3	Evaluate financial framework for international business.	3	3	3	2	3		2		1
4	Combine various issues strategically with broader context of international finance.	3	3	3	3	3	3	3	1	1
	<b>Average</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>

### 4. Text Book:

David K Eiteman, Arthur I Stonehill, and Michael H Moffett (2018), *Multinational Business Finance*, Pearson, 14<sup>th</sup> edition

### 5. Additional text book

Jeff Madura, International Corporate Finance, Thomson Press, New Delhi.

### 6. Evaluation Details

S. No.	Components	Weightage(%)	Tentative Week
1	T1	20	As per schedule
2	Quizzes	10	4-6
3	T2	20	As per schedule
4	Project Report	15	8-10
5	T3(End-Term Exam)	35	As per schedule
	<b>Total</b>	<b>100</b>	

#### 6.1 Quiz on topics covered (10%)

Each student must appear in the quizzes which will be held from time to time.

#### 6.2 T1 & T2 (40%)

T1 & T2 exams will be based on class discussion, lectures, cases 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 Project Report (15%)

Each student is required to prepare a project report on the topic announced in the class. The project will be an individual assignment.

#### 6.4 T3 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.

#### 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. The course also includes individual project on a multinational organization. The course coordinator will provide adequate guidance for individual work.

#### 8. SESSION PLAN:

Session No.	Session Topic	Readings	In-class Exercise/ cases
1 & 2	<b>International Monetary System:</b> The International Monetary System, Contemporary Currency Regimes, Emerging Markets and Regime Choices, The Euro, Exchange Rate Regimes: What Lies Ahead?	Chapter 2	Exercises and cases given in the book
3 & 4	<b>The Balance of Payments:</b> Fundamentals of BOP Accounting, India's BOP, Performance of the Indian Economy, BOP Developments, Capital Mobility, Capital Account Convertibility in India, Tarapore Committee on Capital Account Convertibility in India.	Chapter 3	Exercises and cases given in the book
5 - 9	<b>Foreign Exchange Markets:</b> Geographical Extent of the Foreign Exchange Market, Functions of the Foreign Exchange Market, Market Participants, Transactions in the Interbank Market, Size of the Market, Market for Indian Rupee, Indian Foreign Exchange Market, Foreign Exchange Rates and Quotations	Chapter 5	Exercises and cases given in the book
10 & 12	<b>International Parity Conditions</b> Prices and Exchange Rates, Interest Rates and Exchange Rates.	Chapter 6	Exercises and cases given in the book
13 – 17	<b>Foreign Exchange Rate Determination</b> The BOP Approach, The Asset Market Approach to	Chapter 9	Exercises and cases

	Forecasting, Disequilibrium: Exchange Rates in Emerging Markets, Forecasting in Practice.		given in the book
18-20	<b>Transaction Exposure</b> Types of Foreign Exchange Exposure, Why Hedge? Measurement of Transaction Exposure, Techniques for Management of Transaction Exposure in India, Strategy Choice and Outcome, Risk Management in Practice.	Chapter 10	Exercises and cases given in the book
21-24	<b>Translation Exposure</b> Overview of Translation Methods, Managerial Implications, Managing Translation Exposure	Chapter 11	Exercises and cases given in the book
25-26	<b>Global Cost and Availability of Capital</b> Dimensions of the Cost and Availability of Capital Strategy, Weighted Average Cost of Capital, the Role of International Portfolio Investors, and the Cost of Capital for MNEs Compared to Domestic Firms.	Chapter 13	Exercises and cases given in the book
27-28	<b>Foreign Currency Derivatives</b> Foreign Currency Futures, Currency Options, Option Pricing and Valuation, Derivatives Trading in India, Foreign Currency Derivatives in India, Currency Swap Market in India.	Chapter 7	Exercises and cases given in the book
29-30	<b>Interest Rate and Currency Swaps</b> Interest Rate Risk, Management of Interest Rate Risk, Counter Party Risk, Interest Rate swap in India.	Chapter 8	Exercises and cases given in the book

Tutorial: Ten tutorial sessions will be held during the course delivery.

**Date: January 4, 2022**

**Course Coordinator: Prof. S C Bansal**