**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

## 17M12BAF11: Security Analysis and Portfolio Management
## Trimester V
## September – December, 2019
## Course Outline

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Dr. Sujata Kapoor** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, IV Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 476** |
| **Email ID:** | **sujata.kapoor@jiit.ac.in** |

### 1. Course Introduction

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

### 2. Course Objectives:

The objective of this course is to:

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

## 3. Course Outcomes:

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

| CO Code | CO description | BTL Level | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---------|----------------|-----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| C152.1.1 | Explain various concepts related to the financial markets. | 2 | 3 | | 1 | 1 | | | | | 3 |
| C152.1.2 | Apply concepts of "portfolio theory" for the determination of risk return tradeoff and selection of best portfolio from the feasible investment portfolios. | 3 | 3 | 3 | 3 | 1 | 3 | | | 3 | 3 |
| C152.1.3 | Evaluate securities under consideration and assess the portfolio performance using standard finance models. | 5 | 3 | 3 | 3 | 2 | 3 | | | | |
| C152.1.4 | Construct a well diversified portfolio. | 6 | 3 | 3 | 3 | | 3 | | | 3 | 3 |
| **Average** | | | **3** | **3** | **2.5** | **1.33** | **3** | | | **3** | **3** |

## 4. Pedagogy

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

## 5. Text Book:

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

## 6. Additional Readings and References:

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

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Assignments /Quizzes | 10% | 2-8 |
| 2 | Research Project | 20% | 9 |
| 3 | Mid Term Test | 30% | 6 |
| 4 | End Term Test | 40% | 11 |

### 7.1 Assignment (10%)

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

### 7.2 Research Project (20%)

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

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

### 7.3 Mid Term Test (30%)

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

### 7.4 End Term Test (40%)

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

### 8. Session Plan:

| Session | Theme of the day | Lecture Topics | Text Book Chapter | Cases/Activities/ Exercises |
|---|---|---|---|---|
| 1-5 | Introduction to the investments | ♦ An overview about investment, its process and management – objectives of & Challenges before Investment Management<br>♦ Asset classes and Financial Instruments<br>♦ The Capital Markets Market Indices (Price weighted index, Value- weighted index)<br>♦ How securities are traded<br>♦ Mutual Fund and other Investment Companies<br>♦ ETFs | Chapter 1,2,3,4 | Questions (caselets) from Indian Perspective: Problems from 1 to 3,Chapter 4,pp.118<br><br>**https://www.youtube.com/watch?v=N9YLta5Tr2A** |
| 6-7 | Capital allocation to Risky assets | ♦ Risk and Risk aversion<br>♦ Capital allocation across risky and risk – fee asset<br>♦ Portfolios of one risky asset and a risk free asset<br>♦ Capital market line | Chapter 6 | Practice Questions ( caselets) 10, 11,12 of chapter 6 of text book. |
| 8-12 | Optimal Risky Portfolios | ♦ Diversification and portfolio risk<br>♦ Asset allocation with two risky Assets<br>♦ The Markowitz Portfolio Optimization Model.<br>♦ How to derive an Efficient Frontier using Mean-Variance Dominance Principle?<br>♦ How to select an optimum portfolio?<br>♦ Limitations of Markowitz Model | Chapter 7 | Questions 12 and 16 of chapter 7 of the text book.<br>**Case study:** Hennessy and Associates ( Chapter 7, Optimal risky Portfolios,pp. 226-227) |

| | | | | |
|---|---|---|---|---|
| 13-15 | Index Model and Capital Asset Pricing Model (CAPM) | ♦ What is a Single Index Model and how does it help in estimation of Systematic Risk and Unsystematic Risk?<br>♦ Estimating the Single- Index Model<br>♦ Typical results from Index Model Regressions<br>♦ Derivation of CAPM.<br>♦ Implications of CAPM for Investment Management. | Chapters: 6,7,8, 9, 10 | Questions 5, 6, 7, problems 9 through 14 of chapter 8 of the text book.<br><br>**Project 1 to be done.**<br><br>Questions from Indian perspective(Q. no.1, Chapter 8,pp.277) |
| 16 | Efficient Capital Markets and Behavioral Finance | ♦ What is Efficient Market Hypothesis?<br>♦ Alternative Versions of Efficient Market Hypothesis.<br>♦ What are its implications for an investment manager? | Chapter 11 | **Discussion: You tube video**<br>(https://www.youtube.com/watch?v=kJzfKuiBK50) |
| 17 | Approaches to security evaluation | **Technical Analysis**<br><br>♦ A detailed analysis of charts, patterns, averages<br>♦ Momentum indicators<br>♦ Stock Price and Volume Techniques | Chapters 12 | **Guest Lecture**<br><br>**Project 2** |
| 18-20 | Performance Evaluation of Portfolios | ♦ How to construct optimal portfolio using different criterion?<br>♦ The conventional theory of Performance Evaluation<br>♦ Evaluation of performance of a portfolio and a portfolio manager using<br>    – Treynor,<br>    – Sharpe,<br>    – Jenson and<br>    – Fama Indicies | Chapter 24 | Questions 7, 8, CFA Problems 4 and 5 of chapter 24 of text book.<br><br>**Case study:** Alpine Trust company(Chapter 24, Portfolio Performance Evaluation,pp.859-60) |

**Course Coordinator: Dr. Sujata Kapoor**
  **Date: September 19th, 2019**

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A-10, Sector 62, NOIDA, 201 309, INDIA, www.jbs.ac.in

## 17M12BHR12:
## Employment Laws
## Trimester V
**September 23 – December 21, 2019**

## Course Outline

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

## Course Credit: 3

| | |
|---|---|
| **Learning Facilitator:** | **Prof. Rajnish Kumar Misra** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 4th Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 471** |
| **Email ID:** | **rajnish.misra@jiit.ac.in** |

1. **Course Introduction**

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

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

## 2. Course Objective

The learning objective of this course:

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

### 3. Course Outcome

At the end of this course, students will:

| CO Code | Description | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| C151.4.1 | Understand the Legal framework, history and growth of Legal System | 2 | 3 | | 2 | 3 | | | | | 3 |
| C151.4.2 | Analyse the Legal provisions of Laws affecting Compensation, Social security and Wage and Salary Administration. | 3 | 3 | 3 | 3 | 3 | 3 | | | | 3 |
| C151.4.3 | Examine the implications of Regulative Laws including Model Code and its implications in Industry. | 4 | 3 | 3 | 3 | 3 | 3 | | | | 3 |
| C151.4.4 | Interpret the Laws laid down by the Apex Court/High Courts on various Service and Labour matters. | 5 | 3 | 3 | 3 | 3 | 3 | | | | 3 |
| | **Average** | | **3.00** | **2.75** | **3.00** | **3.00** | **####** | **###** | **####** | **3.00** | **3.00** |

**4. Pedagogy**

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

**5. Text Book:**

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

**6. Additional Readings and References:**
   a. Labour and Industrial Laws by S.N. Mishra. Central Law Publications
   b. Labour and Industrial Laws by K. Madhavan Pillai. Allahabad Law Agency
   c. Handbook of Labour Laws by P.L. Malik: Eastern Law Book Company.
   d. Labour and Industrial Laws by P.K. Padhi: Prentice Hall of India 2012.

**7. Evaluation Details:**

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---|---|---|---|
| 1 | Quiz | 20% | 2-6-8 |
| 2 | Individual / Project | 10% | 9 |
| 3 | Mid Term Test | 30% | 6 |
| 4 | End Term Test | 40% | 11 |

**7.1 Quiz (20%)**
There will be two /three class quizzes/tests of 5 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4$^{th}$ and 8$^{th}$ week.

**7.2 Individual /Group Project (10%)**

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

## Mid Term Test (30%)

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

## End Term Test (40%)

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

## 8. Session Plan:

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC/Onli ne resources/Videos |
|---|---|---|---|---|
| 1. | Employment / Labour Laws – evolution and constitutional provisions | Why to Study Law? Legal framework of HRM. Non-Compliance to Compliance. History and Growth of Legal System in India. | Course Materials | https://labour.gov.in/industrial-relations https://www.youtube.com/watch?v=juVPKR1AlwM – Introduction https://www.youtube.com/watch?v=9B9mQVFSndw - Evolution https://www.youtube.com/watch?v=tuBZxB5B1jA – modern labor leglislation |
| 2-3 | Laws governing Selection Process. | Implications from Child Labour (prohibition and Regulation) Act 1986; Apprentice Act, 1961; Contract Labour (Regulation and Abolition) Act 1970; and Employment Exchanges (Compulsory notification of Vacancies) Act 1951 | Text book | **Case 1**. Larsen & Toubro Ltd, www.Indiankanoon.org **Case 2**. Deo_Sunder_Jha_And _Ors, www.Indiankanoon.org **Case 3.** James_Jesudas_vs_Malabar_Cements_Ltd._on_1_April,_1996. www.Indiankanoon.org |
| 4 | Employment Contract | Appointment Letter- The contract of service. Implications of Indian Contract Act 1872. | Text Book | Prepare a model appointment letter |

| | | | | |
|---|---|---|---|---|
| 5-6 | Legal Provisions affecting Compensation : Wages and Salary | - Minimum Wages Act – 1948 Payment of Wages Act- 1936 Equal Remuneration Act – 1976 | Text Book | **Case 4.** Sanjit Roy vs State Of. Rajasthan on 20 January, 1983. www.Indiankanoon.org **Case 5**. PW-Divisional_Personnel_Officer,_..._vs_Ramchandra_on_26_November,_1973. ##https://indiankanoon.org/search/?formInput=cases+of+payment+of+wages+act+1936 |
| | | Payment of Bonus Act – 1965 Types of bonus, Calculation of bonus | Text Book | Calculate the bonus Case 6: Globe Detective Agency vs. Presiding Officer |
| 7 - 10. | Social Security | What is Social Security? Social security and ILO. Social Security Measures- A comparative view | Text Book | https://www.youtube.com/watch?v=5oeETLfsNj8 – Social Welfare |
| | | Maternity Benefit Act 1961. Types of benefit. Quantum of benefit | Text Book | **Case 7:** Mrs. Bharti Gupta vs Rail India Technical And… |
| | | Payment of Gratuity Act 1972. Calculation and Payment of gratuity | Text Book | Calculation of Gratuity **Case 8**: University Of Delhi vs Sharwan Kumar Gupta And Ors. on 13 August, 2014 |
| | | Employees Provident Fund | Text Book | PF forms, calculation |

| | | (Family Pension Fund and Deposit Linked Insurance Fund) Act 1952 | | **Case 9:** Udaipur Sahkari Upbhogats Thok |
|---|---|---|---|---|
| | | Workmen's Compensation Act 1923 – Liability of Employer | Text Book | **Case 10:** Smt Abedabi vs.Febida Bano Sheikh. |
| | | Workmen's Compensation Act 1923 – Quantum of compensation and procedure for payment | Text Book | Computation of Benefit **Case 11:** Smt Chaya Rani Debnath vs.Sri Rakhal Chandra |
| | | Employees' State Insurance Act 1948 | Text Book | **Case 12:** Sushil Goyal vs Luckson |
| 11-13 | Regulative Laws (s10-19) | Factories Act 1948-Definitions, Provisions of Health | Text Book | **Case 13:** Indian Petrochemicals ... vs Shramik Sena And Ors |
| | | Factories Act 1948- Safety and Welfare | Text Book | |
| | | Factories Act 1948- Provisions of Working hours and Leave | Text Book | |
| 14 | Model Code | Industrial Employment (Standing Orders) Act 1946. Model Standing Order | Text Book | |
| 15 | Shops and Establishment | UP Shops and Commercial Establishments Act 1960 | Course Materials | **Case 14:** Shantiben L. Christian vs Administrative Officer |
| 16-17 | Constructions workers employment law | Building & Other Construction Workers Act, 1996 | Course Materials | **Case 15**: Larsen And Toubro Limited vs State Of Chhattisgarh And Ors |
| 18-19 | Protection of Women at Work | Legal Provisions for prevention of Harassment at Workplace (including Sexual Harassment) | Course Materials | https://www.youtube.com/watch?v=QmKChUFsTj0 – Women Protection in Laws **Case 16:** Gaurav Jain vs Hindustan Latex Family Planning |
| 20 | Exit / Separation Law | Legal Requirement of | Course Materials | **Case 17:** Kwality Fun |

| | | Employee Separation (voluntary, Involuntary) and exit formalities. | | Foods And Restaurant ... vs Cce. |
|---|---|---|---|---|

**Course Coordinator: Prof. Rajnish Kumar Misra Date: September 21, 2019**

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**18M12BBA13: DATA VISUALIZATION**

**Trimester V**

**September 23 – December 21, 2019**

## Course Outline

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

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Dr. Charu Sijoria** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 4th Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2594481 Ext 481** |
| **Email ID:** | **charu.sijoria@jiit.ac.in** |

### 1. Course Introduction

There is a huge opportunity to find and share the insights contained in data. This course helps in how to use Tableau Software to convert raw data into compelling data visualizations that provide insight or allow viewers to explore the data for themselves.

**2.  Course Objective**
- The learning objective of this course:
- Generate ways of communicating with data
- Build dashboards to combine several visualizations

**3.  Course Outcome**

At the end of this course, students will**:**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---|---|---|---|---|---|---|---|---|---|
| understand the various ways in which different types of data can be visualized | 3 | 3 | 3 | 1 | 3 | | 1 | | 3 |
| make use of the capabilities of the tableau software to make charts that are able to convey the information in the right sense | 3 | 3 | 3 | 1 | 3 | | 2 | | 1 |
| examine the relationships that may exist between the various business variables to draw inferences about the business | 3 | 3 | 3 | 2 | 3 | | 2 | | 1 |
| create reports, dashboards etc using tableau to communicate with the outside world | 3 | 3 | 3 | 3 | 3 | | 1 | | 1 |

**4. Pedagogy**

The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures and hands-on learning.

**5. Text Book**
- Communicating Data with Tableau, Ben Jones, O'reilly, 2014

**6. Additional Readings and References:**

- https://www.tableau.com

**7. Evaluation Details:**

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---|---|---|---|
| 1 | Quiz | 10% | **4-8** |
| 2 | Project/ Assignment | 20% | **9-10** |
| 3 | Mid Term Test | 30% | **6** |
| 4 | End Term Test | 40% | **11** |

**7.1 Quiz (10%)**

There will be two class quizzes/tests of 10 marks each. The best of two quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4th and 8th week.

**7.2 Individual /Group Project (20%)**

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.

**7.3 Mid Term Test (30%)**

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

**7.4 End Term Test (40%)**

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

**8. Session Plan:**

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC/ Online resources/Videos |
|---------|------------------|---------------|-------------------|-----------------------------------------------------------|
| 1 | Communicating Data | A Step in the Process Model of Communication Types of Communication Problems Principles of Communicating Data | 1 | PPT /Video |
| 2 | Introduction to Tableau | Using Tableau Connecting to Data | 2 | https://www.tableau.com/learn/training |
| 3 | How Much and How Many | Communicating "How Much" Communicating "How Many" | 3 | https://www.tableau.com/learn/training |
| 4-5 | Ratios and Rates | Ratios Rates | 4 | https://www.tableau.com/learn/w |

| | | | | hitepapers |
|------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------|
| 6-7 | Proportions and Percentages | Part-to-Whole<br>Current-to-Historical | 5 | https://www.tableau.com/learn/whitepapers |
| 8-9 | Mean and Median | Normal Distribution | 6 | https://www.tableau.com/learn/whitepapers |
| 10-11 | Variation and Uncertainty | Visualizing Variation<br>Variation Over Time<br>Understanding Uncertainty | 7 | https://www.tableau.com/learn/whitepapers |
| 13-14 | Multiple Quantities | Scatter plots<br>Stacked Bars<br>Regression and Trend Lines<br>The Quadrant Chart | 8 | https://www.tableau.com/learn/whitepapers |
| 17 | Changes Over Time | The Origin of Time Charts<br>The Line Chart<br>The Dual-Axis Line Chart<br>The Connected Scatter plot<br>The Date Field Type and Seasonality<br>The Timeline<br>The Slope graph | 9 | https://www.tableau.com/learn/whitepapers |
| 18 | Maps and Location | Circle Maps<br>Filled Maps<br>Dual-Encoded Maps<br>Maps with Shapes<br>Maps Showing Paths<br>Plotting Map Shapes Using Axes | 10, 11 | https://www.tableau.com/learn/whitepapers |
| 19-20 | Dashboards | Types of Dashboards<br>Building an Exploratory Dashboard<br>Building an Explanatory Dashboard<br>Animating Dashboards<br>Showing Multiple Tabs<br>Adding Navigation with Filters<br>Adding Custom Header Images<br>Adding Google Maps to Dashboards | 12,13,14 | https://www.tableau.com/learn/whitepapers |

**Course Coordinator: Dr. Charu Sijoria**

**Date: September 20, 2019**

**Jaypee Business School**
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A-10, Sector 62, NOIDA, 201 307, INDIA, www.jbs.ac.in

## 17M12BIB32: INTERNATIONAL TRADE OPERATIONS AND LOGISTICS

**Trimester V**
**September 18- December 17, 2019**

### Course Outline

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

| | |
|---|---|
| Course Credit: | 3 |
| Learning Facilitator: | Dr. Shriram A. Purankar |
| Target learners: | MBA (2018-20 Batch), Trimester-V |
| Learning Days: | As per time schedule |
| Learning time: | As per time schedule |
| Learning Rooms: | As per time schedule |
| Faculty Office: | Arya Bhatt Bhawan II, 4th Floor |
| Meeting Time: | As per appointment |
| Phone: | 0120 - 2400974 Ext 474 (MOB: 9811075695) |
| Email ID: | shriram.purankar@jiit.ac.in, purankar@gmail.com |

## 1. Course Introduction

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

## 2. Course Objective

• To explain the various regulatory formalities which the firm has to complete for getting started in international trade.; and

• Understanding the role of trade documentation & procedure in international trade transactions.

## 3. Learning Outcome

After this course, students will be able:

| S.No | Description | Cognitive Level (Blooms Taxonomy) |
|---|---|---|
| 1 | Understand regulatory formalities required for international trade. | Understand Level(Level 2) |
| 2. | Choose appropriate method of payment for an international trade transaction | Apply Level (Level 3) |
| 3. | Examine the concepts in international trade operations and logistics to appreciate the modalities of international trade. | Analyze Level (Level 4) |
| 4. | Discuss documentary aspects of an export import transaction along with their implications on export sales contract | Create Level (Level 6) |

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

## 4. Pedagogy

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

## 5. Text Book:

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

## 6. Additional Readings and References:

• Export Documentation and Procedure A-Z by Paras Ram; Anubhuti Publications

• Export Documentation & Procedure by Nabhi Kumar Jain; Nabhi Publications

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Quiz | 10% | SURPRISE QUIZ |
| 2 | Research Project./ Presentations/ Assignment | 20% | 9 |
| 3 | Mid Term Test | 30% | 6 |
| 4 | End Term Test | 40% | 11 |

### 7.1 Quiz (10%)

There will be One quiz of 10 marks that will be counted for teacher's assessment component of the grade.

### Research Project (20%)

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

### Mid Term Exam (30%)

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

### End Term Exam (40%)

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

## 8. Session Plan:

| Session No. | Topics | Readings/Chapters | Cases/Activities |
|---|---|---|---|
| 1-3 | Intro to International Trade operations<br>Getting Started In International Trade-Step by Step Procedure<br>Role of Government/ Semi Government Agencies in Export Promotion | Chapter 1 and Chapter 2 – Prescribed Text Book | Import Procedure Video Link<br>https://www.youtube.com/watch?v=Q O OebvWVRYg<br><br>Export Procedure Video Link<br>1.https://www.youtube.com/watch?v= K mniAhgmHLU<br>2. https://www.youtube.com/watch?v=BT QX1SKfKgw |
| 3-5 | International Trade Documentation | Chapter 20 Prescribed Text Book | Class Discussion on **Case Study: Kelkar and Alpha Tyres**<br>**Week 3**<br>**From Textbook EX-IM Management, Justin Paul** |
| 6-7 | International Sales Contracts | | Examples of Sales contracts **Case Study: Thomsons & Sons – Exporting Dilemma**<br>**Week 4**<br>**From Textbook EX-IM Management, Justin Paul** |
| 8-9 | Understanding Incoterms | Chapter 11 Prescribed Text Book | Class Exercise on Incoterms<br>**Case Study : Pricing EXIM Incoterms**<br>**Week 5**<br>**From Textbook EX-IM Management, Justin Paul** |
| 10-12 | Mode Of Payments & Export Credit Risk Management | Chapter 21 Prescribed Text Book | Class discussion on video<br>https://www.youtube.com/watch?v=cI M 5SdLI58g<br>Documents against Payment<br>https://www.youtube.com/watch?v=1h -QQOaLxoI<br>Document against Acceptance<br>https://www.youtube.com/watch?v=nr Y 1bZp6K18 |
| 13-14 | Packing, Packaging, Labelling & Marking | Chapter 5, Chapter 6 Prescribed Text Book | Presentation by Students on the Chapter |
| 15-16 | Unitization, Palletization, Dry Ports and Transport Infrastructure | Chapter 9 & 10 Prescribed Text Book | Presentation by Students on the Chapter |

| | | | |
|---|---|---|---|
| 17-18 | Containerization and Its benefits, Role of Intermediaries in Trade Logistics | Chapter 15, Prescribed Text Book | **Case Study**: Freight Rate Tricks<br>**Case Study** : Shipping Conference vs. Shipping Council<br>**Week 9**<br>**From Textbook EX-IM Management, Justin Paul** |
| 19 | Frauds in International Trade | Reading Material h[ttps://www.fatf-g](https://www.fatf-gafi.org/media/fatf/documents/reports/Trade%20Based%20Money%20Laundering.pdf)afi.org/media/fatf/documents/reports/Trade%20Based%20Money%20Laundering.pdf | Class Discussion on Frauds in International Trade |
| 20 | Case Study Discussion on application of Methods of Payments – Case Study: Ferro Industries exporting challenge in a small firm | Case Study **Ferro Industries exporting challenge in a small firm Ivey Case Handout to be given to students via email** | Class Discussion on the Assigned Case study and Case Study Questions |

**Course Coordinator: Dr. Shriram A Purankar Date: September 17, 2019**

# Jaypee Business School

*A constituent of Jaypee Institute of Information Technology University A-10, Sector 62*
NOIDA, 201 301 India


## MBA 2018-20 Batch; Trimester V

### 17M12BMM11: Product & Brand Management

## Course Outline

**The course outline is a dynamic document. Hence, the learning facilitator retains the right to change the document occasionally in order to enhance the learning output and the class environment but will communicate the changes in open and in advance.**


Course Code:          **17M12BMM11**

Course Title:         **Product and Brand Management**

**Course Credit:      3**
Learning Days:        **As per time schedule**
Learning Time:        **As per time schedule**
Learning Rooms: **As per time schedule**

Faculty Office:       **Arya Bhatt Bhavan II, 4$^{th}$ Floor**

Meeting Time:         **By Appointment**

Faculty:              **Dr. S. Suresh**

**Phone:              0120-2400974 Ext 484**
Email id:             **s.suresh@jiit.ac.in**

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


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

### 3. Course Outcomes

| CO Code | CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| C153.3.1 | Understand Product & Brand Management Concepts | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 1 | 3 |
| C153.3.2 | Remember Stages of New Product Development | 3 | 2 | 3 | 1 | 2 | 2 | 2 | | 3 |
| C153.3.3 | Apply PBM Knowledge in Product and Brand Mgmt. | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 |
| C153.3.4 | Analyse Brand Performance in the market | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 2 |
| C153.3.5 | Develop and Implement Brand Marketing Programs | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 2 |
| C153.3.6 | Evaluate Brand Performance | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 2 |
| C153.3 | **Average** | **3** | **2.7** | **2.8** | **2** | **2** | **2** | **2** | **1.2** | **2.5** |

### 4. Pedagogy

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

### 5. Text Books:

Kevin Lane Keller, Ambi M.G. Parameswaran, Isaac Jacob' "Strategic Brand Management, Building, Measuring and Managing Brand Equity", Pearson India

### Reference Books:

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

### 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Quiz | 20% | 2-6-8 |
| 2 | Individual / Project | 10% | 9 |
| 3 | Mid Term Test | 30% | 6 |

| 4 | End Term Test | 40% | **11** |

**7.1 Quiz (20%)**

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

### Individual /Group Project (10%)

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

### Mid Term Test (30%)

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

### End Term Test (40%)

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

## Class Activity Schedule

| S. No. | Topic | No. of Sessions | Text Book Chapter (Strategic Brand Management, Keller, Parameswaran, Jacob) | Cases Study/Exercises |
|---|---|---|---|---|
| 1-3 | • Product Management Concepts <br> • New Product Development Process <br> • Managing Product Life Cycle | 3 | 1,2,3 <br> (Book: Product & Brand Management, Tapan Panda) | **Case Study:** American Express: Managing a Financial Services Brand |
| 4-6 | • Category Attractive Analysis <br> • Competitor Analysis <br> • Customer Analysis | 3 | 4,5,6 <br> (Book: Product Management Lehmann & Winer) | **Video Case:** Nivea: Managing a Multi-Category Brand |

| | | | | |
|---|---|---|---|---|
| 7-9 | • Brand Management Concepts<br>• Brand Equity and Brand Positioning<br>• Brand Resonance and Brand Value Chain | 3 | 1,2,3<br>(Text Book) | **Case Study:**<br>Got Milk?: Branding a Commodity<br>**Exercise**<br>Branding a Commodity |
| 10-12 | • Brand Elements<br>• Marketing Programs for Brand Equity<br>• IMC and Brand Equity | 3 | 4,5,6<br>(Text Book) | **Case Study:**<br>Red Bull – Building Brand Equity in Non-Traditional Ways |
| 13-14 | • Brand Equity Measurement<br>  - Capturing Customer Mind-Set<br>  - Capturing Market Performance | 2 | 8,9,10<br>(Text Book) | **Case Study:**<br>MTV – Building Brand Resonance |
| 15-18 | • Brand Extension<br>• Brand Architecture<br>• Managing Brand Overtime<br>• Managing global brands | 4 | 11,12,13,14<br>(Text Book) | **Case study:**<br>Nike: Building a Global Brand<br>**Exercise:**<br>Extending into unrelated product category |
| 19-20 | • Brand Experiences<br>• Digital Branding<br>• Employment Branding<br>• Co-branding | 2 | 19,20,21,22<br>(Book: Product & Brand Management, Tapan Panda) | **Case Study:**<br>Intel: Building a Technology Brand |

*Case Studies taken from, "Best Practice Cases in Branding", Kevin Lane Keller, Pearson Education

Course Coordinator: Dr. S. Suresh Date:
September 22nd, 2019

## 17M12BMM12: Social Media and E Marketing Trimester V

**September 23 – December 21, 2019**

## 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.

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## Course Credit:                    3

| | |
|---|---|
| **Learning Facilitator:** | **Dr. S. Suresh** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 4<sup>th</sup> Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 484** |
| **Email ID:** | **s.suresh@jiit.ac.in** |

1. **Course Introduction**

This course is designed to provide students with knowledge and skills on Social Media and E Marketing, its Assessment, Planning and Execution Phases, Web Analytics, Search Engine Optimization (SEO), Social Media

Marketing, Content Marketing, Mobile Marketing, Marketing, Digital Business Marketing, Digital Business and Emerging Trends in Social Media and E Marketing.

## 2. Course Objective

- Knowing the working of internet based marketing planning.
- Enhancing marketing functions with the support of digital platforms
- Learning of the latest business strategies for revenue generation and customer value

### 3. Course Outcome

At the end of this course, students will:

| CO Code | CO | PO 1 | PO2 | PO 3 | PO 4 | PO5 | PO 6 | PO 7 | PO 8 | PO9 |
|---------|-----|------|-----|------|------|-----|------|------|------|-----|
| C153.4.1 | Understand the basics of social media & e marketing. | 3 | | | | | | | | 3 |
| C153.4.2 | Develop social media content. | 3 | 3 | 3 | 2 | | | 3 | 3 | 3 |
| C153.4.3 | Appraise the role of social media in marketing research. | 3 | 2 | | 2 | | 2 | | | 2 |
| C153.4.4 | Design an effective e marketing plan. | 3 | 3 | 3 | | | 2 | 3 | 3 | 3 |
| C153.4 | Average | 3 | 2.7 | 3 | 2 | ### | 2 | 3 | 3 | 2.8 |

**4. Pedagogy**

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

**5. Text Book:**

Digital Marketing by Seema Gupta, McGraw Hill

**6. Additional Readings and References:**
      a.   Digital Marketing-Puneet Singh Bhaita, Pearson
      b.   Digital Marketing-Swaminathan &Kumar,Cengage.

**7. Evaluation Details:**

**7.1 Quiz (20%)**
There will be two class quizzes/tests of 5 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be  conducted  at the end of 4$^{th}$ and 8$^{th}$ week.

**7.2 Individual /Group Project (10%)**
     Students have to make a group of 5 or 6 students of their class and need to identify a project representing a Social Media and E Marketing Strategy, 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.

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Quiz/Assignment | 20% | **2/7** |
| 2 | Project | 10% | **9** |
| 3 | Mid Term Test | 30% | **6** |
| 4 | End Term Test | 40% | **11** |

## Mid Term Test (30%)
    Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive and problem solving questions based exam on concepts and application. No class notes, textbook or help-sheets should be in your possession or accessed illegally during the exam. Any violation will result in disciplinary action.

## End Term Test (40%)
End Term Test will be at the end of the trimester and will cover the entire course. This will also be  a 'closed  book' test based on conceptual and application based real life questions/ problem(s)/ Case(s).
No class notes, textbook or help-sheets should be in your possession or accessed illegally during the test.
Any violation will  result in disciplinary action.

## 8. Session Plan:

| Session No. | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Exercises |
|---|---|---|---|---|
| 1 | **Introduction to Digital Marketing** | Origin of Digital Marketing Internet Users Skills required in Digital Marketing | Text Book-Digital Marketing by Seema Gupta(SG) | Flipkart: Heralding Indian E Commerce(PSB Page 1-3) |
| 2 | **Digital Marketing and Social Media** | Evolution of Digital Web as an Effective Communicator Marketing in Digital Era | Digital Marketing-Swaminathan & Kumar (SK) | Digital Advertising-Foreign Bank(SK, Page 41-42) |
| 3 | **Digital Marketing Assessment Phase** | Elements of Assessment Phase Digital Marketing Internal Assessment Digital Marketing Objectives Planning | Digital Marketing-Puneet Singh Bhatia(PSB) | Facebook India: Expanding the Network(PSB, Page 115-117) |
| 4 | **Digital Strategy Development and Planning** | Consumer Behavior and Digital Marketing Sales or Marketing Funnel The Digital Channel Mix | Digital Marketing-Swaminathan & Kumar | Data Knox(SK, Page 68-69) |
| 5 | **Digital Marketing Communications and Channel Mix** | Digital Media Planning Designing the Communication Mix Introduction to Digital Marketing Channels | Digital Marketing-Puneet Singh Bhatia | Times Internet: The voice of News(PSB, Page 345-347) |
| 6 | **Website Planning, SEO,SERM** | Anatomy of a Website Search Engine Optimization Search Engine Reputation Management | Digital Marketing-Swaminathan & Kumar | Mane Attraction(SK, Page 122-123) |
| 7 | **Social Media Marketing** | Social Media Vs Digital Media Essentials of SMM Social Media and ROI | Digital Marketing-Swaminathan & Kumar | La Appeal(SK, Page 71-73)) |
| 8 | **Facebook Marketing** | Facebook for Business Anatomy of an Ad Campaign Facebook Insights | Text Book | ICICI Bank(SG, page 186-188) |
| 9 | **LinkedIn Marketing** | LinkedIn Strategy Sales Lead Generation LinkedIn Analytics | Text Book | Mercedes Benz(SG, Page216-220) |
| 10 | **Twitter Marketing** | Twitter Building Blocks Twitter Usage Twitter Analytics | Text Book | Mercedes Benz 2011(SG, Page256-257) |

| 11 | **Instagram and SnapChat** | Instagram – Objectives and Strategy<br>Snapchat Usage<br>Digital Public Relations | Text Book | H&M(SG, Page 273) |
|---|---|---|---|---|
| 12 | **Mobile Marketing** | Mobile Usage<br>Mobile Marketing Features<br>Tracking of Mobile Campaigns | Text Book | Philips Airfryer (SG, Page 305-307) |
| 13 | **Search Engine Optimization** | Concept of SEO<br>On Page Optimisation Off Page Optimisation | Text Book | Barclay's Business Banking, SEO Campaign(SG, Page 346-347) |
| 14 | **Web Analytics** | Making Web Analytics Actionable<br>Multi Channel Attribution<br>Mobile Analytics | Text Book | Long Tail does not mean Scatter Shooting(SK, Page 143-144) |
| 15 | **Digital Content Marketing** | Evolution of Content through Ages<br>Content Mapping<br>Content Scheduling | Digital Marketing-Swaminathan & Kumar | Lead Pages(SK, Page 188-189) |
| 16 | **Digital Marketing Execution Elements** | Digital Marketing Revenue<br>Service Delivery and Payment<br>Digital Implementation Challenges | Digital Marketing-Puneet Singh Bhatia | Info Edge India: the Story of Real Jobs(PSB, Page 345-347) |
| 17 | **App Marketing** | Mobile App Development<br>Types of Mobile Apps<br>Applications of Mobile Apps for Marketing | Research Paper on Mobile Apps authored by Anshul Malik, S.Suresh, Swati Sharma | Discussion on Consumer Attitude Towards Mobile Apps. |
| 18 | **Digital and Business Marketing** | Internet and B2B Marketing<br>E Commerce<br>Content Management | Digital Marketing-Swaminathan & Kumar | Bugaboo: An International Hit Without Deep Pocket(SK, Page 211-212) |
| 19 | **Digital Business** | Marketing 4.0 – From Traditional to Digital<br>Internet of Things<br>Building Blocks of Industry 4.0 | Digital Marketing-Swaminathan & Kumar | IOT & Industry 4.0(SK, Page 235-237) |
| 20 | **Digital Marketing – Landscape and Emerging Areas** | Digital Marketing – Global Landscape, Indian View and Emerging Trends& Concept<br>Disruptive Digital Technologies and Impact | Digital Marketing-Puneet Singh Bhatia<br><br>Digital Marketing-Swaminathan & Kumar | One97 Communications: No Cash, No Corruption(PSB, Page 375-377) |

**Course Coordinator: Dr. S. Suresh Date: September 22nd, 2019**

**17M12BOM14: Logistics Management (LM)**

**Trimester V**

**September 23 – December 21, 2019**

# Course Outline

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

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Prof. Kalyan Samaddar** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-IV** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 4ᵗʰ Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 477** |
| **Email ID:** | **kalyan.samaddar@jiit.ac.in** |

1. **Course Introduction**

Logistics is the set of activities involved in the flow of materials and products through an organization and through the supply chain to the market. More specifically, logistics management is the subject that manages efficient, effective flow and storage goods, services, and related information in a supply chain. The key elements of logistics management covered in this course include logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. This course addresses questions about logistics planning, transport modes selection, vehicle routing, inventory policies, purchasing quantity and timing, and storage selection.

2. **Course Objective**

The learning objective of this course:

- understand the functions comprising logistics, how these functions interact, and how logistics can be managed as a system to reduce total cost;

- recognize how logistics affects customer service, corporate performance and competitive advantage;
-  identify the key logistics processes that span multiple enterprises and how managing logistics as a supply chain process creates values for the end-user and all key stakeholders;
- develop effective strategies for logistics managers to improve corporate performance while simultaneously increasing customer service.
-  discuss various modes of transportation, their efficiency and how to measure their performances

## 3. Course Outcome

At the end of this course, students will:

| CO Code | Description | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Understand key concepts, theories, models and tools used in logistics management. | 2 | 3 | 2 | 2 | 2 | 0 | 1 | | | 3 |
| | Apply key concepts, theories, models and tools used in logistics management into real life business situations. | 3 | 3 | 2 | 3 | 2 | 1 | 2 | | | 3 |
| | Analyse specific logistics related business issues and devise a strategy and action plans. | 4 | 3 | 2 | 3 | 2 | 1 | 2 | | | |
| | Assess various strategic options in logistics management in terms of modes, ownership, management, environmental impact, etc. | 5 | 3 | 2 | 2 | 2 | 1 | 2 | | | |
| | Develop the right strategy and practical solutions to modern day business challenges in crucial logistics function. | 6 | 3 | 2 | 2 | 3 | 1 | 3 | 1 | 3 | 3 |
| | **Average** | **3.00** | **3** | **2** | **2.4** | **2.2** | **1** | **2** | **1** | **3** | **3** |

## 4. Pedagogy

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

## 5. Text Book:

1. Ganapathi, S.L. and Nandi, S. K., (2015): "Logistics Management", 1st ed., Oxford Higher Education, New Delhi.

## 6. Additional Readings and References:

1. Bowersox, D.J. & Closs, D.J. (2009): "Logistical Management: The Integrated Supply Chain Process", The McGraw Hill Companies, New Delhi.
2. Bowersox, D.J., Closs, D.J. & Cooper, M.B. (2009): "Supply Chain Logistics Management", 2nd ed., The McGraw Hill Companies, New Delhi.
3. Wisner, Leong & Tan (2008): "Principles of Supply Chain Management-A Balanced Approach", India ed., Cengage Learning, New Delhi.
4. Monczka, Trent & Handfield (2009): "Purchasing-The Integrated Supply Chain Process", India ed., Cengage Learning, New Delhi.

**7. Evaluation Details:**

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Mid-Term Exam | 30 | 4 |
| 2 | Case Analysis & Discussion | 10 | Across the term |
| 3 | Mini Project | 20 | 8 |
| 4 | End-Term Exam | 40 | 11 |

**Mid-Term Exam (30%)**

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the text book. 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.

**Case Analysis (10%)**

The students will be divided into groups and are required to submit the handwritten write up on the cases distributed in the class. The analysis should be based on the objective and the logical assessment of the issues rose in the case studies.

## Mini Project (20%)

Students have to make a group of 5 or 6 students of their class and need to submit a brief write up of the topics earmarked to the concerned Group. Then each Group will have to submit the full detailed write up on the same topic during the 8th week of the trimester – II positively.

*Topics for the Project will be uploaded on the Fileserver 2 (LM Folder).*

## End-Term Exam (40%)

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.

## 8. Session Plan:

| Session No. | Topics | Learning Objectives | Readings | Cases/Activities/ Exercises |
|-------------|--------|---------------------|----------|-----------------------------|

| 1 | Introduction to the Field | Scope and definition<br>Historical development<br>Importance<br>Customer service and Logistics<br>Challenges such as cost, sustainability | Ch 1 (Ganapathi)<br>Ch 1 (Rushton) | Quick look at Tata Chemicals Annual Report 15-16<br>Source – Tata Chemicals Website<br>Week 1 |
|---|---|---|---|---|
| 2-4 | Mode of freight transports – Road Transport | Vehicle Types and Selection<br>Cost Optimisation – standing cost, running cost, overhead cost, whole-life costing<br>Transport planning and Fleet management | Ch 6 (Ganapathi)<br>Ch 26, 27, 28 | Case: Supply chain in steel industry: Page 46- Text book<br>Week 1 |

| | | | (Rushton) | |
|---|---|---|---|---|
| 5 | Rail Transport | Rail Freight | Ch 7 (Ganapathi) Ch 25 (Rushton) | Study ICD Dadri Pricing models Source Concor website - Week 2 |
| 6 | Maritime Transport | Industry structure Shipping terms Vessel classification Documentations Port and Cargo handling | Ch 4, 3 (Ganapathi) Ch 23 (Rushton) | PSA case study – Source – Mem Computing Inc Week 3 |
| 7 | Air Transport | Industry structure Air cargo handling Types of Air Freighters Documentation Perishable and high value cargo handling | Ch 5 (Ganapathi) Ch 24 (Rushton) | Pharma Coolchain `Brocure of Singapore Airlines Cargo Week 3 |
| 8 | International Logistics | Method selection Operational factors Transport mode characteristics Consignment factors Cost and service requirements Challenges | Ch 8, 9, 10 (Ganapathi) Ch 22 (Rushton) | Quick look at Annual report 2017 of Li and Fung – Source corporate website Week 3 |
| 9 | Logistics Process | Key logistics process Approaches Tools and techniques | Ch 7 (Rushton) | Case: Unilever's approach to Transportation – Paper presentation Week 4 |
| 10 | Logistics planning frameworks | Context Strategic planning Logistics planning and design Unit load | Ch 13 (Ganapathi) Ch 6 (Rushton) | Case: The design of logistics operations for the Olympic Games – Research paper at International Journal of Physical Distribution & Logistics Management Week 4 |
| 11 | Logistics Network planning | Distribution network Cost relationship Methodology Analysis Modeling Alignment of business strategy and logistics strategy | Ch 9 (Rushton) | |
| 12 | Cost and performance monitoring | Competitive world Approaches What and how to measure, monitor and control Best practices | Ch 29 (Rushton) | |
| 13 | Benchmarking in Logistics | What is benchmarking Methods of benchmarking Why benchmarking? Benchmarking of distribution network | Ch 30 (Rushton) | India - On the Cusp of a Logistics Revolution ASSOCHAM & Deloitte report Week 6 |
| 14 | Outsourcing in | Outsourcing operations | Ch 32, 33, | Crane Worldwide |

| | | | | |
|---|---|---|---|---|
| | Logistics | Value Added services<br>Drivers and drawbacks<br>Outsourcing selection process<br>Outsourcing management | 34<br>(Rushton) | Logistics Case Study<br>Source – Datex Week 7 |
| 15 | Security and Safety | International security measures<br>Strategic security measures<br>Tactical security measures Safety<br>in DC and Warehouses | Ch 35<br>(Rushton) | PWC - Transportation<br>& Logistics 2030:<br>Securing the supply<br>chain<br>Week 8 |
| 16 | Logistics and Environment | Sustainability challenge Carbon footprints<br>Food miles<br>Alternate fuels<br>Green logistics Way<br>forward | Ch 36<br>(Rushton) | Green supply chain<br>overview and a South<br>African case study<br>Source – Research<br>paper- Cardiff<br>university<br>Week 8 |
| 17 | Key issues and challenges | Infrastructure bottlenecks<br>Rules and regulations Trade barriers<br>Disruptions | Class Notes | |
| 18 | Innovations and Technological Development | | Ch 16<br>(Ganapathi)<br>Class Notes | |
| 19 | Presentation | | | |
| 20 | Recap | | | |

**Course Coordinator: Prof. Kalyan Samaddar Date: September 21, 2019**

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**18M11BES14: Employability Skills T
rimester V
September 24 – December 17, 2019**

**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.

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**Course Credit:**                        **3**

    **Course Coordinator**               **Dr. Shivani Kapur and Dr. Shriram Purankar**

    **Target learners:**                **MBA (2018-20 Batch), Trimester-V**

    **Learning Days:**                **As per time schedule**

    **Learning time:**                **As per time schedule**

    **Learning Rooms:**              **As per time schedule**

    **Faculty Office:**                **Arya Bhatt Bhawan II, 4<sup>th</sup> Floor**

    **Email ID:**                       **shriram.purankar@jiit.ac.in, purankar@gmail.com**

**Course Objectives:**

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

## Course Outcomes:

After this module, students will be able to:

| CO Code | Description | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| C125.1 | Understand the recruitment process and the deliverables involved for campus placement and corporate career. | 2 | 3 | 2 | 2 | 3 | 2 | 1 | 1 | 1 | 3 |
| C125.2 | Utilize the knowledge gained during the MBA coursework to make attractive CVs for oneself | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 1 | 1 | 3 |
| C125.3 | Evaluate issues and business news in order to be able to participate in group discussions successfully | 5 | 3 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 3 |
| C125.4 | Formulate strategies and tactics to face Personal interviews and group discussions | 6 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 1 | 3 |
| C125 | Average | | 3 | 2.5 | 2.8 | 3 | 2.8 | 1.8 | 1.5 | 1 | 3 |

### Pedagogy

The course will involve JBS alumnae and few industry experts for conducting various sessions and will maintain a healthy balance of classroom discussion and experiential activities.

### Evaluation Details:

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

| Topic | Marks | Criteria |
|---|---|---|
| Professionalism | 20 – Break up in to assignment components 1. Video Resume 2. Question Bank | Students will be evaluated throughout the trimester on the basis of professionalism depicted by them |
| Problem Identification and Solution | 10 | Class test will be conducted using case study |
| Group Discussion | 30 | Students will be evaluated on the basis of certain qualities/behavior depicted by them during the GD (standard Evaluation format will be used) |
| Personal Interview | 40 | Students will be evaluated on the basis of certain qualities/behavior depicted by them during the PI (standard Evaluation format will be used) |

| Session No | Topics | Sub Topic | Reference |
|---|---|---|---|
| 1-3 | **Self- Introduction**<br><br>**C.V Writing Video**<br><br>**C.V** | ➢ Formal Introduction and its procedure<br>➢ Do's and don't of introduction<br><br>➢ Practice session | Write & speak. Each student to speak his/her introduction; detailed individual feedback to be provided. Recording the audios & note the flaws for appropriate corrections. |
| 4-5 | **Reading & Listening skills** | ➢ Importance & Benefits of confident reading and Listening<br>➢ Discussions on Current affairs<br>And topics of Social Relevance | Current National & International Articles<br><br>Newspaper Reading |
| 6-7 | **Speaking: Enhancing skills through Speech/ Extempore Practice** | ➢ Practice session | Student chooses a topic that will serve as a focus of the conversation. The topic should be one that Speaker is interested in and has definite views about and should be one that is likely to generate debate or disagreement. |
| 8-9 | **Campus To Corporate**<br><br>**Body Language**<br><br><br>**Etiquettes** | ➢ A presentation on Corporate Etiquettes<br>➢ Importance of Body language in Communication and most importantly public speaking<br>➢ The exercise on etiquettes will be practiced with students and discussed in detail | Discussing importance of body language, paralinguistic elements in a professional scenario. (tone, pitch, rhythm, pause, etc. ) |
| 10 | **Group Discussion** | ➢ Types of GD<br>➢ GD tips<br>➢ Cardinal sins of GD- Never do these<br>➢ Common mistakes made by participants<br>➢ Essential personality traits required to excel in GD | The presentation will be shared and handouts will be given. |

| 11-13 | **Mock GDs** | Preparing students by the practice of GDs with instant feedback to eliminate the fear of speaking in a group, to improve self-confidence, content, articulation, overall communication skills and GD cracking skills. Initiation/conclusion skills and demonstration of leadership qualities | One group will be participating in the GD and the remaining students will be observing. The observing students will also give feedback to the participating students |
|---|---|---|---|
| 14 | **Theory and concepts of Interview handling** | ➢ Personal Interview Techniques<br>➢ Do's & Don'ts<br><br>➢ Interview tips<br>➢ How to excel in an interview<br>➢ Frequently asked questions & how to answer | Handouts to be given |
| 15-20 | **Mock Interviews** | Mock PI of every student. Practice of attending personal interviews with instant performance feedback to eliminate the fear of facing interview, to improve self confidence, understanding interviewer, answering right/wrong, articulation and interview cracking skills | |
| 21-22 | **Writing and Effective LinkedIn profile** | Using LinkedIn as a tool for Networking | **Building a great Student profile**<br>**h**<br>**ttps://university.linkedin.com/conte n t/dam/university/global/en_US/site/ p df/TipSheet_BuildingaGreatProfile pdf**<br><br>**LinkedIn Profile Building**<br>**h**ttp://www.jobarnesonline.com/docs**/linkedinprofile.pdf**<br><br>**Creating and Leveraging LinkedIn profile**<br>**h**<br>**ttps://www.clarkson.edu/sites/defau lt/files/2017-08/Writing-Your-L inkedIn-Profile.pdf** |
| 23-24 | **Guestimations** | Market Sizing Problems and Approach discussed<br>Guestimation Problems Discussion | |

| 25-30 | Evaluations | Group Discussion Evaluations And Personal Interview Evaluations |
|-------|-------------|------------------------------------------------------------------|

**Course Coordinators: Dr. Shivani Kapur**

**Dr. Shriram A Purankar Sept 20th 2019**

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**18M12BAF21: Insolvency and Bankruptcy Management**

**Trimester V**

**September 23 – December 28, 2019**

# Course Outline

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

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Prof. Gopal Krishna Agarwal** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 3rd Floor** |
| **Meeting Time:** | **By Appointment** |

**Phone:** 0120 - 2400974 Ext 475

**Email ID:** gk.agarwal@jiit.ac.in

4. **Course Introduction**

Insolvency and Bankruptcy management course has been designed keeping in view current large scale insolvency and bankruptcy cases being reported by corporate entities due to abnormal rise in their debts without corresponding assets. Recovery by financial institutions and banks was being done under various laws prevailing in the country but they proved to be quite ineffective to deal with the menace of delay in debt recoveries and many cases the issues got entangled in legal process so much that recovery became a problem. Finally, Government paased a law namely Insolvency and Bankruptcy Code, 2016 to make the recovery process effective and fast. Role of finance professionals is very important in the whole process of insolvency and bankruptcy and it has opened floodgates for financial professionals to embark upon this field and get involved as insolvency professionals.

This course has been designed to give relevant inputs to finance professional so that they may be well equipped to take challenges as insolvency professionals or if they are otherwise employed as corporate managers, they may take effective part in insolvency and bankruptcy process, if the need so arise.

2. **Course Objective**

The learning objective of this course:

   a. Provide in depth knowledge of insolvency and bankruptcy of corporate.
   b. Learn the process and legal framework of Insolvency and Bankruptcy law.
   c. Prepare students to deal with Insolvency and Bankruptcy process of any corporate.

3. **Course Outcome**

At the end of this course, students will:

| CO Code | Description | BTL | PO1 | PO2 | PO3 | PO4 | PO 5 | PO 6 | PO7 | PO 8 | PO 9 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Remember and understand situations leading to bankruptcy, its law and practice | 2 | 2 | 3 | | 1 | 1 | | | 2 | 3 |
| 2 | Apply this knowledge to overcome bankruptcy through revival and rehabilitation of sick companies, if possible | 3 | 3 | 3 | 3 | 3 | 1 | 2 | 2 | 2 | 3 |
| 3 | Analyze various options to avoid liquidation of company | 4 | 3 | 3 | 3 | | | 3 | 3 | 2 | 3 |

| 4 | Evaluate various options to minimize bankruptcy losses and costs | 5 | 3 | 3 | 3 | | | 2 | 3 | 2 | 3 |

## 4. Pedagogy

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

## 5. Text Book: Guide to Insolvency and Bankruptcy Code; by D K Jain; Bharat Publishing House

## 6. Additional Readings and References:

 a. Insolvency and Bankruptcy Code, 2016, Taxmann
 b. Course Material  by Instructor

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Quiz | 15% | **4,8** |
| 2 | Individual / Project | 15% | **7** |
| 3 | Mid Term Test | 30% | **6** |
| 4 | End Term Test | 40% | **11** |

## 7.1 Quiz (15%)/ Activity

There will be two class quizzes/tests of 15 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4th and 8th week. Students will be required to study ongoing cases of corporate insolvency through published material and media reports and would be required to discuss various issues arising out of that. Similarly various initiatives regularly taken by the government to make the law user friendly will also be discussed with the students and by the students during the class.

## 7.2 Individual /Group Project (15%)

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

**7.3 Mid Term Test (30%)**

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

**7.4 End Term Test (40%)**

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

**8. Session Plan:**

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC/ Online resources/Videos |
|---|---|---|---|---|
| 1 | Insolvency- concepts and evolution | Historical developments in India and abroad | Course material | Online study of corporate insolvency of Binani Cement |
| 2 | Introduction to Insolvency and Bankruptcy Code | Need for the Code, various committees, overall schemes, definitions, various institutions | Text book Part 1, Part 2 chapter 1 Course material | Online study of corporate insolvency of Binani Cement |
| 3,4 | Corporate Insolvency Resolution Process | Legal provisions, committee of creditors, procedure, documentation, appearance and approval, contents of resolution plan, submission and approval od resolution plan | Text Book Part 2 Chapter 2 Course material | Online study of corporate insolvency of Binani Cement Mooc registration by students |
| 5 | Resolution strategies | Restructuring of equity and debt, compromise and arrangement, acquisition, takeover and change of management, sale of assets | Text Book Part 2 Chapter 3 Course material | Submission of report on case study of Binani Cement as advised by instructor |
| 6 | Fast track corporate insolvency resolution process | Applicability, time period and procedure | Text Book Part 2 Chapter 4 Course material | Submission of report on case study of Binani Cement as advised by instructor |
| 7,8 | Liquidation of corporate person | Initiation of liquidation process, powers and duties of liquidator, liquidation estate, | Text Book Part 2 Chapters 3, 5 | Another case study as advised by instructor to |

| | | | | | |
|---|---|---|---|---|---|
| | | distribution of assets, dissolution of corporate debtor, voluntary liquidation | Course material | be studied by students | |
| 9,10 | Adjudication and appeals for corporate persons | Adjudicating authority, its jurisdiction, ground for appeal against order for liquidation, appeal to supreme court | Text Book Part 2 Chapters 6,7 Course material | Another case study as advised by instructor to be studied by students Self test questions from the book | **Course Coordinator: Prof. Gopal Krishna Agarwal** **Date: September 23, 2019** |
| 11,12 | Debt recovery and securitization | NPAs, ARCs, SARFAESI, DRT, etc | Course material | Another case study as advised by instructor to be studied by students | |
| 13 | Cross border insolvency | Global developments, UNCITRAL Legislative Guide on insolvency laws, World Bank and ADB principles, agreements with foreign countries | Course material | Instructor notes | |
| 14,15,16, 17 | Insolvency resolution of individuals and partnership firms | Application of insolvency resolution process, procedural aspects and discharge orders, bankruptcy, creditors meetings, adjudicating authority and appeals | Text Book Part 3 Chapters 2-6 Course material | Case presentation by students for 2nd case study | |
| 18 | Fresh start process | Background, application for fresh start order, procedure and discharge order | Text Book Part 3 Chapters 1 Course material | Case presentation by students for 2nd case study | |
| 19, 20 | Professional and ethical practices for insolvency practitioners | Responsibility and accountability of insolvency practitioners, code of conduct, case laws, case studies and practical aspects | Text Book Part 4 Chapters2-5 Course material | Case presentation by students for 2nd case study | |

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1

Trimester V

September 23 – December 28, 2019

# Course Outline

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

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Prof. Gopal Krishna Agarwal** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 3rd Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 475** |
| **Email ID:** | **gk.agarwal@jiit.ac.in** |

5. **Course Introduction**

   Mergers, acquisitions and corporate restructuring is a very comprehensive course devised to include the necessity, importance, its process and legal compliances to be understood by a student of finance to run business smoothly and profitably under the present competitive business environment. Survival of business depends upon efficiency, scale of operations, technological advancement and good marketing strategies and mergers, acquisitions and restructuring ensure all these parameters to be achieved in least time frame and thereby increase business strength in all directions namely, finance, marketing, operations, etc.

   For any business manager it is equally important to understand broad features of mergers, acquisitions and restructuring and their processes to fully cherish the benefits of the same under full legal compliances. This course fully incorporates the meaning, purpose, importance and consequences of whole organizational restructuring.

## 2. Course Objective

The learning objective of this course:

    d.   Acquire knowledge of mergers, acquisitions and corporate restructuring and their importance.
    e.   Learn the process and legal framework of mergers, acquisitions and corporate restructuring.
    f.   Learn how to enhance the wealth of the stakeholders fast under the most competitive environment.

## 3. Course Outcome

At the end of this course, students will:

| CO Code | Description | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Remember and understand the need and process including legal process of mergers, acquisitions and corporate restructuring | 2 | 3 | 2 | | 2 | 2 | 2 | 2 | 1 | 3 |
| 2 | Apply this knowledge in current corporate working to become more competitive and successful | 3 | 3 | 3 | 3 | 2 | | 3 | 3 | 3 | 3 |
| 3 | Analyze various techniques to select the one more suitable for existing business operations | 4 | | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| 4 | Evaluate consequences and take corrective measures after process is complete to optimize stakeholders' wealth | 5 | 3 | 3 | 3 | 3 | | 3 | 3 | 3 | 3 |

## 4. Pedagogy

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

## 5. Text Book: Corporate Mergers, Amalgamations & Takeovers; by J C Verma; Bharat Publishing House

## 6. Additional Readings and References:

    c.   Corporate Growth through Mergers and Acquisitions; by S Shiva Ramu; Response Books
    d.   Mergers, Acquisitions and Corporate Restructurings;  by Patrick A. Gaughan; Wiley

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|----------|---------------|------------------------------|
| 1 | Quiz | 15% | **4,8** |
| 2 | Individual / Project | 15% | **7** |
| 3 | Mid Term Test | 30% | **6** |
| 4 | End Term Test | 40% | **11** |

**7.1 Quiz (15%)**

There will be two class quizzes/tests of 15 marks each. The average of quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4th and 8$^{th}$ week.

**7.2 Individual /Group Project (15%)**

Students have to make a group of 4 or 5 students of their class and need to identify a case representing a merger, acquisition or corporate restructuring, latest by the fourth week of the course. Course coordinator will facilitate in guiding for selection of project. Each group has to prepare a project report based on application of concepts learned in the course. Details of contents and deadline for submission of group project report will be declared by the course coordinator in the class.

**7.3 Mid Term Test (30%)**

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

**7.4 End Term Test (40%)**

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

**8. Session Plan:**

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC/ Online resources/Videos |
|---------|------------------|---------------|-------------------|-----------------------------------------------------------|
| 1,2 | Introduction to | Meaning of corporate | Text Book | Online study of |

| | corporate restructuring | restructuring, need, scope and modes of restructuring, global and national scenario | Chapter 1.2 Course material | corporate structuring currently going on as advised by instructor | |
|---|---|---|---|---|---|
| 3,4,5 | Strategies | Planning, formulation and execution of various restructuring strategies including divestments, strategic alliances, demergers and hiving off besides mergers etc | Text book Chapter 1.2 Course material | Online study of corporate structuring currently going on as advised by instructor | **Course Coordinator: Prof. Gopal Krishna Agarwal** |
| 6,7,8,9,10,11 | Mergers and amalgamations | Meaning, legal, procedural and other aspects, merger aspects under competition law, cross border mergers | Text Book Chapters 1.3, 2.1, 2.5, 2.7 Course material | Merger of ICICI with ICICI Bank case study Mooc registration by students | **Date: September 23, 2019** |
| 12, 13,14 | Takeovers/ Acquisitions | Meaning, types of takeovers, legal aspects, SEBI regulations, procedural aspects, bail out takeovers and takeover of sick units, takeover defences, cross border takeovers | Text Book Chapters 3.1, 3.2, 3.3, 3.4, 3.5 Course material | Tata-Corus deal case study | |
| 15 | Funding of mergers and takeovers | Financial alternatives | Text Book 4.3 Course material | Tata- Corus Case study discussion | |
| 16 | Valuation of shares and business | Need and purpose, factors influencing valuation, methods of valuations | Text Book Chapter 2.6 Course material | Public Sector Banks mergers in India recently announced-case analysis | |
| 17 | Corporate demergers and reverse mergers | Modes of demergers, legal aspects, reverse mergers and its importance | Text Book Chapters 2.3, 2.4 Course material | Self test questions from the book | |
| 18 | Post merger reorganization | Integration of businesses and operations, human and cultural aspects, assessing post merger accomplishment | Text Book Chapter 4.2 Course material | Exercises as given by instructor | |
| 19 | Financial restructuring | Reduction and reorganization of capital, procedure to buy back of shares | Text Book Chapter 4.6 Course material | Instructor notes | |
| 20 | Legal documentation & cases | Various legal documents | Text Book Course material | | |

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**18M12BBA13: DATA VISUALIZATION**

**Trimester V**

**September 23 – December 21, 2019**

# Course Outline

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

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Dr. Charu Sijoria** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 4<sup>th</sup> Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2594481 Ext 481** |
| **Email ID:** | **charu.sijoria@jiit.ac.in** |

6. **Course Introduction**

There is a huge opportunity to find and share the insights contained in data. This course helps in how to use Tableau Software to convert raw data into compelling data visualizations that provide insight or allow viewers to explore the data for themselves.

**7.** **Course Objective**
- The learning objective of this course:
- Generate ways of communicating with data
- Build dashboards to combine several visualizations

**8.** **Course Outcome**
At the end of this course, students will**:**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---|---|---|---|---|---|---|---|---|---|
| understand the various ways in which different types of data can be visualized | 3 | 3 | 3 | 1 | 3 | | 1 | | 3 |
| make use of the capabilities of the tableau software to make charts that are able to convey the information in the right sense | 3 | 3 | 3 | 1 | 3 | | 2 | | 1 |
| examine the relationships that may exist between the various business variables to draw inferences about the business | 3 | 3 | 3 | 2 | 3 | | 2 | | 1 |
| create reports, dashboards etc using tableau to communicate with the outside world | 3 | 3 | 3 | 3 | 3 | | 1 | | 1 |

**4. Pedagogy**
The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures and hands-on learning.

**5. Text Book**
- Communicating Data with Tableau, Ben Jones, O'reilly, 2014

**6. Additional Readings and References:**

- https://www.tableau.com

**7. Evaluation Details:**

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---|---|---|---|
| 1 | Quiz | 10% | **4-8** |
| 2 | Project/ Assignment | 20% | **9-10** |
| 3 | Mid Term Test | 30% | **6** |

| | 4 | End Term Test | 40% | **11** |
|---|---|---|---|---|

**7.1 Quiz (10%)**

There will be two class quizzes/tests of 10 marks each. The best of two quizzes/test will be considered for the purpose of evaluation against teacher's assessment component. The quizzes/test will be conducted at the end of 4th and 8th week.

**7.2 Individual /Group Project (20%)**

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.

**7.3 Mid Term Test (30%)**

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

**7.4 End Term Test (40%)**

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

**8. Session Plan:**

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC/ Online resources/Videos |
|---|---|---|---|---|
| 1 | Communicating Data | A Step in the Process Model of Communication Types of Communication Problems Principles of Communicating Data | 1 | PPT /Video |
| 2 | Introduction to Tableau | Using Tableau Connecting to Data | 2 | https://www.tableau.com/learn/training |
| 3 | How Much and How | Communicating "How Much" | 3 | https://www.tabl |

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| | | | | |
|---|---|---|---|---|
| | Many | Communicating "How Many" | | eau.com/learn/training |
| 4-5 | Ratios and Rates | Ratios<br>Rates | 4 | https://www.tableau.com/learn/whitepapers |
| 6-7 | Proportions and Percentages | Part-to-Whole<br>Current-to-Historical | 5 | https://www.tableau.com/learn/whitepapers |
| 8-9 | Mean and Median | Normal Distribution | 6 | https://www.tableau.com/learn/whitepapers |
| 10-11 | Variation and Uncertainty | Visualizing Variation<br>Variation Over Time<br>Understanding Uncertainty | 7 | https://www.tableau.com/learn/whitepapers |
| 13-14 | Multiple Quantities | Scatter plots<br>Stacked Bars<br>Regression and Trend Lines<br>The Quadrant Chart | 8 | https://www.tableau.com/learn/whitepapers |
| 17 | Changes Over Time | The Origin of Time Charts<br>The Line Chart<br>The Dual-Axis Line Chart<br>The Connected Scatter plot<br>The Date Field Type and Seasonality<br>The Timeline<br>The Slope graph | 9 | https://www.tableau.com/learn/whitepapers |
| 18 | Maps and Location | Circle Maps<br>Filled Maps<br>Dual-Encoded Maps<br>Maps with Shapes<br>Maps Showing Paths<br>Plotting Map Shapes Using Axes | 10, 11 | https://www.tableau.com/learn/whitepapers |
| 19-20 | Dashboards | Types of Dashboards<br>Building an Exploratory Dashboard<br>Building an Explanatory Dashboard<br>Animating Dashboards<br>Showing Multiple Tabs<br>Adding Navigation with Filters<br>Adding Custom Header Images<br>Adding Google Maps to Dashboards | 12,13,14 | https://www.tableau.com/learn/whitepapers |

**Course Coordinator: Dr. Charu Sijoria**

**Date: September 20, 2019**

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A-10, Sector 62, NOIDA, 201 309, INDIA, www.jbs.ac.in

**18M12BBA17: QUERYING DATABASES USING SQL**

**Trimester V**

**September 23 – December 21, 2019**

## Course Outline

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

| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Dr. Moonis Shakeel** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 3$^{rd}$ Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 482** |
| **Email ID:** | **moonis.shakeel@jiit.ac.in** |

**9. 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.

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

## 11. Course Outcome
At the end of this course, students will**:**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---|---|---|---|---|---|---|---|---|---|
| understand the use of SQL in various functional areas of business | 3 | 3 | 3 | 1 | 3 | | 1 | | 3 |
| make use of the commands of SQL for data retrieval and manipulation | 3 | 3 | 3 | 1 | 3 | | 2 | | 1 |
| simplify the data management issues in business using the SQL software | 3 | 3 | 3 | 2 | 3 | | 2 | | 1 |
| improve the database building process for a company | 3 | 3 | 3 | 3 | 3 | | 1 | | 1 |

## 4. Pedagogy
The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures and hands-on learning.

## 5. Text Book
- Head First SQL, Lynn Beighley, O'Reilly, 2007

## 6. Additional Readings and References:

- https://www.codecademy.com/learn/learn-sql

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---|---|---|---|
| 1 | Assignment/Presentations | 15% | **6-8** |
| 2 | Project | 15% | **9-10** |
| 3 | Mid Term Test | 30% | **6** |

| 4 | End Term Test | 40% | **11** |
|---|---|---|---|

## 7.1 Assignment (15%)

Two to three assignments will be given.

## 7.2 Individual /Group Project (15%)

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

## 7.3 Mid Term Test (30%)

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

## 7.4 End Term Test (40%)

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

## 8. Session Plan:

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC /Online resources/Videos |
|---|---|---|---|---|
| 1-2 | Introduction to SQL | Data and Tables | Text Book Course Materials | https://www.w3resource.com/sql/tutorials.php |
| 3 | Create and Manage Tables. | Create Insert Select | Text Book Course Materials | https://www.w3schools.com/sql/ |
| 4-5 | Manipulating Data Using DML. Managing database | Alter Delete | Text Book Course Materials | https://www.w3schools.com/sql/ |

| | | | | |
|---|---|---|---|---|
| | transactions | Update | | |
| 6-7 | Retrieving. Restricting and Sorting Data | Order<br>Group By | Text Book<br>Course Materials | https://www.w3schools.com/sql/ |
| 8-9 | Using Single-Row Functions to Customize Output | Think outside of the single table<br>The multi-table clown tracking database<br>The clowntracking database schema<br>How to go from one table to two<br>Connecting your tables<br>Constraining your foreign key | Text Book<br>Course Materials | https://www.w3schools.com/sql/ |
| 10-12 | Aggregating Data Using the Group Functions. | Joins | Text Book<br>Course Materials | https://www.w3schools.com/sql/ |
| 13-14 | Retrieving Data Using Subqueries. Using the Set Operators | Decide exactly what the user needs<br>A simple GRANT statement<br>GRANT variations<br>REVOKE privileges | Text Book<br>Course Materials | https://www.w3schools.com/sql/ |
| 15-18 | Creating Other Schema Objects. Database Tuning. Controlling User Access | A noncorrelated subquery with multiple values: IN, NOT IN<br>Correlated subqueries<br>A (useful) correlated subquery with NOT EXISTS<br>EXISTS and NOT EXISTS | Text Book<br>Course Materials | https://www.w3schools.com/sql/ |
| 19-20 | Building a Multitable Relational Database. | Queries Within Queries | Text Book<br>Course Materials | https://www.w3schools.com/sql/ |

**Course Coordinator: Dr. Moonis Shakeel**

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## 18M12BHR22: HR Metrics and Analytics Trimester V

**September 23 – December 21, 2019**

# Course Outline

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

## Course Credit:                    3

| | |
|---|---|
| **Learning Facilitator:** | **Prof. Rajnish Kumar Misra** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |

| Learning Rooms: | As per time schedule |
|---|---|
| Faculty Office: | Arya Bhatt Bhawan II, 4<sup>th</sup> Floor |
| Meeting Time: | By Appointment |
| Phone: | 0120 - 2400974 Ext 471 |
| Email ID: | rajnish.misra@jiit.ac.in |

## 1. Course Introduction

This course is designed to help students learn: the key concepts, theories, models, and measurement of HR Analytics. For most HR professionals, the evidence-based approach represents a fundamental shift in their business roles but it provides them with an opportunity to become strategic partners in business decision-making.

## 2. Course Objective

The learning objectives of this course are as follows:

- the way information is generated
- interpret human capital analytics,
- solve problems and evaluate solutions using workforce and HR metrics.
- help acquire the skills to properly review, define, measure, and track HR metrics that are aligned to business strategies.

## 3. Course Outcome

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

| CO Code | Description | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|---------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| C151.14.1 | Examine the use of internal and external measurement frameworks | 3 | 3 | 2 | 1 | 2 | 1 | | | | 3 |
| C151.14.2 | Conduct detailed problem analysis assessments | 4 | 3 | 2 | 2 | 2 | 1 | | 2 | | 3 |
| C151.14.3 | Generate decisions based on evidence rather than opinion | 4 | 3 | 2 | 2 | 2 | | | 2 | 3 | 3 |
| C151.14.4 | Utilize a range of HR assessment tools to improve organizational performance | 4 | 3 | 3 | 3 | 3 | | | 3 | 3 | 2 |
| C151.14 | **Average** | | **3** | **2.25** | **2** | **2.25** | **1** | **####** | **2.33** | **3** | **2.75** |

## 4. Pedagogy

The course will involve a healthy balance of classroom discussion and experiential activities, which will generally include a mixture of lectures, lab-based, case analysis presentation and flip class.

## 5. Text Book:

- The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance – Jonathan Ferrar Nigel Guenole Sheri Feinzig - Pearson Education - 2017.

## 6. Additional Readings and References:

- Predictive Analytics for Human Resources – Jac Fitz-Enz and John R. Mattox – Wiley Publishers
- The New HR Analytics: Predicting the Economic Value of Your Companys Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments - Jac Fitz-Enz, - AMACON-2010.
- Investing in People: Financial Impact of HR Initiatives – W.Cascio and J. Boudreau, Pearson Education – 2011.
- Predictive HR Analytics: Mastering the HR Metric – Martin Edwards and Kirstin Edwards – Kogan Page – 2016
- Tableau: Fast and Easy Visual Analysis with Tableau Software – Christian Chabot – Wiley Big Data Series.2013.

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Assignment | 20% | **2-6-8** |
| 2 | Individual / Project | 10% | **9** |
| 3 | Mid Term Test | 30% | **6** |
| 4 | End Term Test | 40% | **11** |

**Assignment (20%)**

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

**Individual /Group Project (10%)**

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

## Mid Term Test (30%)

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

## End Term Test (40%)

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

## 8. Session Plan:

| Session | Theme of the day | Lecture Topic | Text Book Chapter | Cases/Activities/ Exercises/MOOC /Online resources/Videos |
|---|---|---|---|---|
| 1-2 | HR Analytics and Organizational effectiveness | Business Analytics and its implications on Business and HR; HR as Business Partner | **Chapter 1** Why Workforce Analytics? **Chapter 4** Purposeful Analytics | https://www.you tube.com/watch? v=vhkZL--5hEQ - Introduction to HR Analytics |
| 3-4 | HR Audit, Measuring HR and Costing | | **Chapter 3** The Workforce Analytics Leader **Chapter 11** Know Your Technology | **\*HBS Case:** TrustSphere |
| 5-6 | Various Models of Analytics | LAMP framework | **Chapter 14** Establish an Operating Model | **Exercise 1:** Identifying the impact factors |

| 7-9 | HRIS and analytics | HR Databases and information system and decision | **Chapter 12** Build the Analytics Team | https://www.you tube.com/watch? v=rsx43g7TBBs HR Dashboard Using Excel |
|---|---|---|---|---|
| 10 | Different types of HR Metrics | Identifying HR Metrics | **Chapter 8** Engage | **Exercise 2:** |

| | | | | |
|---|---|---|---|---|
| | | | with Stakeholders | Developing Metrics |
| 11-12 | Capturing Metrics through records and surveys | Collecting Data on HR Metrics | **Chapter 10** Know Your Data | **HBS Case:** Hitachi Happiness # Measurement of Metrics **Exercise 3:** Collecting Data |
| 13-14 | Analyzing Data | Techniques for Data Analysis | **Chapter 5** Basics of Data Analysis | **Exercise 4:** Analysis https://www.youtube.com/watch?v=ITELLvsbXiA Business Driven Impactful Dashboards |
| 15-16 | Data Visualization | Preparing Data Dashboards | **Ref:** Tableau Chapt 1& 2 | https://www.youtube.com/watch?v=Nr31rv9tsJ8 TABLEAU HOW TO CREATE DASHBOARD **Exercise 5:** Develop Dashboards |
| 17-18 | Predictive Analytics | Using Dashboards for prediction | | **HBS Case:** Human Intelligence **Exercise 6:** Using Dashboards. |
| 19-20 | HR Decision Outcomes and systems | Integration of decision outcomes for HR Business Success | **Chapter 15** Enable Analytical Thinking **Chapter 16** Overcome Resistance **Chapter 17** Communicate with Storytelling and Visualization | https://www.youtube.com/watch?v=vhkZL--5hEQ |

**Course Coordinator: Prof. Rajnish Kumar Misra Date: September 21, 2019**

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


**18M12BOM23: Strategic Quality Management**
**Trimester IV**

**September 23 – December 21, 2019**


# Course Outline

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


| | |
|---|---|
| **Course Credit:** | **3** |
| **Learning Facilitator:** | **Dr. Vishal Gupta** |
| **Target learners:** | **MBA (2018-20 Batch), Trimester-V** |
| **Learning Days:** | **As per time schedule** |
| **Learning time:** | **As per time schedule** |
| **Learning Rooms:** | **As per time schedule** |
| **Faculty Office:** | **Arya Bhatt Bhawan II, 3rd Floor** |
| **Meeting Time:** | **By Appointment** |
| **Phone:** | **0120 - 2400974 Ext 486** |
| **Email ID:** | **vishal.gupta@jiit.ac.in** |


## 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 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; organisations 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 Information technology and 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 | 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. | 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 | 2 | | | 1 | | 3 |
| C154.6.3 | Analyse specific quality management related business issue and devise a strategy and action plans. | 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. | 3 | 3 | 3 | 3 | 1 | 1 | 3 | 3 | 3 |
| C154.6 | **Average** | **2** | **3** | **2.75** | **3** | **2** | **1** | **1** | **3** | **2.75** |

## 4. Pedagogy

1. The course will involve a healthy balance of classroom discussion and experiential activities which will generally include a mixture of lectures and research projects.

2. Papers will also be assigned during the semester, and instructor notes will be available.

## 5. Text Book:

Core Textbook

"Total Quality Management" 3rd Ed
Charantimath, Poornima

Pearson

609 pages

## 6. 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.

## 7. Evaluation Details:

| Sl. No. | Component | Weightage (%) | Tentative week of completion |
|---------|-----------|---------------|------------------------------|
| 1 | Research Project | 20% | **5** |
| 2 | Quiz | 10% | **8** |
| 3 | Mid Term Test | 30% | **6** |
| 4 | End Term Test | 40% | **11** |

### 7.1 Research Project (20%)

### 7.2 Quiz (10%)

### Mid Term Exam (30%)

Mid-Term Exam will be based on class discussion, lectures, power points and assigned chapters in the textbook. This will be a 'closed book' descriptive 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 Exam (40%)

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

## 8. Session Plan:

| S. No. | Topics | Chapter/ Readings | Cases/Activities/Exercises |
|--------|--------|-------------------|----------------------------|
| 1-2 | Introduction to Quality<br>**Principle of Quality management**<br>• History & Basics of TQM, Organizational issues in TQM | Chapter 1 | Quality is King - Tata Motors (Pg. No. 25) |

| | | | |
|---|---|---|---|
| | implementation<br>• Quality Management, Types of Quality<br>• Quality Assurance and Quality Control<br>• Three levels of Quality<br>• The Five paradigms of Quality<br>• Dimensions of Product Quality, Service Quality, Cost of Quality, Quality Cost Indices. | | Exercises on Cost of Quality and cost indices |
| 2-6 | **Philosophies of Quality Gurus & their contributions**<br>• Williams Edward Deming, Joseph M. Juran<br>• Philip B. Crosby, Karu Ishikawa<br>• Shiego Shingo, Genichi Taguchi | Chapter 2 | Readings : Deming's 14 point methodology |

| | | | |
|---|---|---|---|
| | • Walter Shewart, Masaaki Imai. | | |
| 7-8 | **Total Quality Management**<br>• History & Basics of TQM<br>• Implementing TQM - TQM and the Management of Change<br>• Planning the Implementation of TQM,<br>• Sustained improvement<br>• Organizational issues in TQM implementation | Chapter 3 | Case2. TQM journey at Sundaram-Clayton brakes division. (Pg. No. 84) |
| 9-10 | **Benchmarking**<br>• Benchmarking Process<br>• Types of Benchmarking,<br>• Phases in Benchmarking Process | Chapter 11 | Case 3. Benchmarking at Jindal Iron and Steel Company (Pg. No. 372)<br><br>Case 4. Xerox - The Benchmarking Story |
| 11-13 | **Quality Improvement Tools**<br>• Statistical Quality Control,(SQC)<br>• Statistical Process Control<br>• Control Charts for variables,<br>• Pareto Charts & Pareto Diagram Analysis,<br>• Cause & Effect Diagram<br>• Quality Function Deployment (QFD)<br>• 5S of Housekeeping; Seiri, Seiton, Seiso, Seiketsu and Shitsuke<br>• Kaizen<br>• Quality Circles<br>• Total Productive Maintenance | Chapter 8 | Exercises on Control Charts<br><br>Case 5. Toyota's Kaizen Experience<br><br>Case 6.SONA KOYO started the Group Kaizen Activity<br><br>Case 7. Kaizen Implementation and at national bank (Pg. No. 25) (Pg. No. 321) |
| 14-16 | **SIX SIGMA**<br>• Key "Six Sigma" concepts<br>• SIX SIGMA Quality level<br>• DPMO, DMAIC, DMADV<br>• Lean Six Sigma.- Introduction<br>• Six Sigma Training Programs | Chapter 7 | Case 8. GE's Journey Towards Six Sigma<br><br>Case 9. Six Sigma at WIPRO (www.wipro.com) (Pg. No. 225)<br><br>Case 10. Ford's Drive To Six Sigma Quality (www.isixsigma.com) |
| 17-18 | **Quality Certification & Awards**<br>• The National & International Quality Awards<br>• Deming Prize<br>• Malcam Baldrige Award (MBNQA)<br>• European Quality Award<br>• Tata Business Excellence Model (TBEM)<br>• IMC RBNQA<br>• CMMI | Chapter 5 | Case 11. The Deming Prize and Sona Koyo (www.sonagroup.com) |
| 19-20 | **Quality System –ISO 9000 & 14001 Standards**<br>Introduction of Quality Management System (QMS) | Chapter 17 | Readings: Levine & Toffel, "Quality: How the ISO |

| | | | |
|---|---|---|---|
| | Sector specific Quality System Standards.<br>ISO 9000 family of Standards<br>Clause 4 – 8<br>Implementation of ISO 9001 Certification<br>Benefits of EMS Certification System<br>Requirement of EMS | | 9001 Standard for Quality Management Systems Affects Employees and Employers", QM & job Quality. |

**Course Coordinator: Dr. Vishal Gupta Date: September 24, 2019**