

SUPPORTING DOCUMENTS

CRITERION 2

2.3.4. Preparation and adherence of Academic Calendar and Teaching plans by the institution

SUBMITTED TO

NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL

BY



N. L. Dalmia[®]

Institute of Management Studies and Research

(A School of Excellence of N. L. Dalmia Educational Society)

N. L. DALMIA INSTITUTE OF
MANAGEMENT STUDIES AND RESEARCH

FOR

NAAC ACCREDITATION SECOND CYCLE 2022



N. L. Dalmia[®]

Institute of Management Studies and Research

(A School of Excellence of N. L. Dalmia Educational Society)

Teaching Plans
A.Y.2020-21

	<u>Staffing</u> - HRM, Job Analysis/description/specification, Managerial Skill for Success, Recruitment, selection, orientation, training, placement <u>Directing</u> – Motivation, Mcgregors Theory X And Theory Y, Maslow’s need hierarchy, Herzberg’s hygiene and motivation factor theory <u>Leadership</u> Definition, different types of leadership, Level 5 leadership <u>Controlling</u> – Importance of control, Different control standards, The balanced score card method of controlling, Non-budgetary control methods	
3	Ethics in Business, Corporate Social Responsibility Arguments for and against social involvement of business Reasons why companies engage in CSR	2
4	Global Management International management and multinational corporations Porter’s competitive advantage of nations	2
5	Current trends in Management Managing in adversities management of Crisis, Change management, Total Quality Management	3
	Total	27

3. Teaching Methods

Lectures , Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Materials
1	Essentials of Management –Koontz, Weihrich, McGrawHill
2	Principles of Management – Pravin Durai, Pearson

Course Plan

Program	PGDM
Course Title	Organizational Behaviour
Course Credit	4
Academic Year	2020-2021
Batch	A/B
Semester	I
Duration (Hrs)	40 hours
Name of the Faculty	Caral D'Cunha
HOD	<i>Caral D'Cunha.</i>

1. Course Overview

People and Performance is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. This course, therefore, encourages students to better understand, explain, and yet improve human behavior in organizations.

Particularly, students will understand how some factors, such as individual characteristics, group processes, and organizational structure, would influence work and organizational performance.

People and Performance can be divided into three levels, i.e., the study of:

1. individuals in organizations (micro-level),
2. work groups (meso-level), and
3. how organizations behave (macro-level).

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	
CO1	To explain the behaviour of individuals and groups in organisations in terms of organisational behaviour theories, models and concepts
CO2	To analyze and apply organisational behaviour concepts, models and theories to real life management situations through case analysis
CO3	To enable students to synthesize the organizational behavioural related problems and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H		M	
CO3			H		H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Introduction	4
2	The Individual- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.	9
3	The Group - Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.	7

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre reading from the reference book given: Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16 th edition, Pearson Publication Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks
1	Class Participation (News article discussion and case discussion)	Individual	10
2	Presentations on Assignment- Students will be presenting on the topic assigned to them (One group comprises of six students)	Group	20
3	Mid-term exam- Class Test would be conducted covering basic concepts in people and performance in the form of MCQs.	Individual	10
4	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	60

7. Session Plan (Each session of 90 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1	Management functions, Importance of Interpersonal skills. Origin, Nature and Scope of Organisational Behaviour, Relevance to Organisational Effectiveness	Interactive lectures for the concepts, Case study, Videos	Demonstrate the importance of interpersonal skills in the workplace. Define <i>organizational behavior (OB)</i> . Show the value to OB to systematic study.	Chapter 1: What Is Organizational Behavior Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publication
2	Disciplines that contribute to the OB field. Challenges &	Interactive	Identify the major behavioral science	Chapter 1: What Is Organizational

		fundamentals	<p>Demonstrate why few absolutes apply to OB.</p> <p>Identify managers' challenges and opportunities in applying OB concepts.</p>	<p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
3	Disciplines that contribute to the OB field, Challenges & opportunities for OB	Interactive lectures for the concepts & the fundamentals	<p>Identify the major behavioral science disciplines that contribute to OB.</p> <p>Demonstrate why few absolutes apply to OB.</p> <p>Identify managers' challenges and opportunities in applying OB concepts.</p>	<p>Chapter 1: What Is Organizational Behavior</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
4	Diversity in Organizations: forms of workplace diversity, workplace discrimination, key biographical characteristics, managing diversity	Interactive lectures for the concepts & the fundamentals, AVs, Discussion of the newspaper articles related to the concepts	<p>Describe the two major forms of workplace diversity.</p> <p>Demonstrate how workplace discrimination undermines organizational effectiveness.</p> <p>Describe how the key biographical characteristics are relevant to Organizational Behavior (OB).</p> <p>Explain how other differentiating characteristics factor into OB.</p> <p>Describe how organizations manage diversity effectively.</p>	<p>Chapter 2: Diversity in Organizations</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>

	moods, emotional labor, affective events theory, emotional intelligence, strategies for emotional regulation	fundamentals	and moods. Identify the sources of emotions and moods. Show the impact emotional labor has on employees. Describe affective events theory. Describe emotional intelligence. Identify strategies for emotional regulation. Apply concepts about emotions and moods to specific OB issues	Moods Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio
6	Perception: Perceptual Processes, attribution theory, Effect of perception on Individual Decision-Making	Interactive lectures for the concepts & the fundamentals & Management games, case study	Explain the factors that influence perception. Describe attribution theory. Explain the link between perception and decision making.	Chapter 6: Perception and Individual Decision Making Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio
7	Attitudes & Job Satisfaction: three components of an attitude, Major Job attitudes, job satisfaction, main causes of job satisfaction, employee responses to job dissatisfaction.	Interactive lectures for the concepts & the fundamentals, Management AVs	Contrast the three components of an attitude. Summarize the relationship between attitudes and behavior. Compare the major job attitudes. Define <i>job satisfaction</i> . Summarize the main causes of job satisfaction. Identify three outcomes of job	Chapter 3: Attitudes and Job Satisfaction Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio

			to job dissatisfaction.	
8	Values, Sources of Value Effect of Values on Attitudes and Behaviour, Hofstede's five value dimensions and the GLOBE framework	Interactive lectures for the concepts & the fundamentals, Case study	Contrast terminal and instrumental values. Hofstede's five value dimensions and the GLOBE framework.	Chapter 5: Personality, Learning and Values
9	Personality: Meaning and Determinants of Personality, Process of Personality Formation	Interactive lectures for the concepts & the fundamentals, Caselets	Describe personality, the way it is measured, and the factors that shape it. Describe the strengths and weaknesses of the Myers-Briggs Type Indicator (MBTI) personality framework and the Big Five model. Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive Personality contribute to the understanding of personality.	Chapter 5: Personality, Learning, and Values Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio
10	Assessment of Personality Traits for Increasing Self Awareness.	Interactive lectures for the concepts & the fundamentals, Psychometric Instrument	To understand Individual Personality type	Chapter 5: Personality, Learning, and Values Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio
11	Theories of Motivation – Early theories of motivation	Interactive lectures for the concepts & the fundamentals	Describe the three key elements of motivation.	Chapter 7: Motivation Concepts

				Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio
12	Theories of Motivation – contemporary theories of motivation	Interactive lectures for the concepts & the fundamentals, Case study	<p>Contrast the elements of self-determination theory and goal-setting theory.</p> <p>Understand the differences between self-efficacy theory, reinforcement theory, and expectancy theory.</p> <p>Describe how the contemporary theories of motivation complement one another.</p> <p>Identify the implications of employee job engagement for managers.</p>	<p>Chapter 7: Motivation Concepts</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
13	Motivation- Concepts to application: job characteristics model, alternative work arrangements, employee involvement, types of variable-pay programs, flexible benefits	Interactive lectures for the concepts & the fundamentals, Management AVs, Case study	<p>Describe how the job characteristics model motivates by changing the work environment.</p> <p>Compare the main ways jobs can be redesigned. Explain how specific alternative work arrangements can motivate employees.</p> <p>Describe how employee involvement measures can motivate employees.</p> <p>Demonstrate how the different types</p>	<p>Chapter 8: Motivation: From Concepts to Applications</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>

			<p>motivation.</p> <p>Show how flexible benefits turn benefits into motivators.</p> <p>Identify the motivational benefits of intrinsic rewards.</p>	
14	<p>Foundations of Group Behavior:</p> <p>Workgroups formal and informal groups and stages of group development.</p> <p>Group conflicts and group decision making.</p>	<p>Interactive lectures for the concepts & the fundamentals,</p> <p>Management AVs</p>	<p>Distinguish between the different types of groups and stages of group development.</p> <p>Contrast the strengths and weaknesses of group decision making.</p>	<p>Chapter 9: Foundations of Group Behavior</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
15	<p>Concepts of Team, team building, types of teams</p>	<p>Interactive lectures for the concepts & the fundamentals,</p> <p>Team Building activity</p>	<p>Analyze the continued popularity of teams in organizations.</p> <p>Contrast groups and teams.</p> <p>Contrast the five types of teams.</p> <p>Identify the characteristics of effective teams.</p> <p>Explain how organizations can create team players.</p> <p>Decide when to use individuals instead of teams.</p>	<p>Chapter 10: Understanding Work Teams</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
16	<p>Leadership: Concepts and skills of leadership</p> <p>Leadership styles and effectiveness, Trait theories & Behavioural theories</p>	<p>Interactive lectures for the concepts & the fundamentals,</p>	<p>Summarize the conclusions of trait theories of leadership.</p> <p>Identify the central tenets and main limitations of behavioral theories</p>	<p>Chapter 12: Leadership</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, ...</p>

			theories of leadership.	
17	Contemporary issues in leadership.	Interactive lectures for the concepts & the fundamentals, Case study, Management AVs,	<p>Describe the contemporary theories of leadership and their relationship to foundational theories.</p> <p>Discuss the roles of leaders in creating ethical organizations.</p> <p>Describe how leaders can have a positive impact on their organizations through building trust and mentoring.</p> <p>Identify the challenges to our understanding of leadership.</p>	<p>Chapter 12: Leadership</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
18	Power and Politics: sources and Uses of power	Interactive lectures for the concepts & the fundamentals, AVs, case study	<p>Contrast leadership and power.</p> <p>Explain the three bases of formal power and the two bases of personal power.</p> <p>Identify power or influence tactics and their contingencies.</p> <p>Identify the causes and consequences of abuse of power.</p>	<p>Chapter 13: Power and Politics</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
19	Politics at workplace-Causes & consequences of political behaviour	Interactive lectures for the concepts & the fundamentals, Case study	Describe how politics work in organizations.	<p>Chapter 13: Power and Politics</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge,</p>

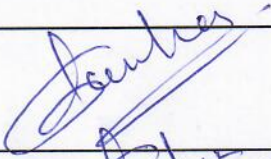

				Pearson Publicatio
20	Types of Conflict, Sources of conflict, Five conflict handling techniques	Interactive lectures for the concepts & the fundamentals, Management game, Role plays	<p>Describe the three types of conflict and the three loci of conflict.</p> <p>Outline the conflict process. Contrast distributive and integrative bargaining.</p> <p>Apply the Five conflict handling techniques</p>	<p>Chapter 14: Conflict and Negotiation</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
21	Organizational culture, creating & sustaining culture	Interactive lectures for the concepts & the fundamentals,	<p>Describe the common characteristics of organizational culture.</p> <p>Compare the functional and dysfunctional effects of organizational culture on people and the organization.</p> <p>Identify the factors that create and sustain an organization's culture.</p> <p>Show how culture is transmitted to employees.</p>	<p>Chapter 16: Organizational Culture</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publicatio</p>
22	Organizational Change, Resistance to change, Approaches to managing organizational change	Interactive lectures for the concepts & the fundamentals,	<p>Contrast the forces for change and planned change.</p> <p>Describe ways to overcome resistance to change.</p> <p>Compare the four main approaches to managing</p>	<p>Chapter 18: Organizational Change and Stress Management</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition</p>

			Demonstrate three ways of creating a culture for change.	
23	Stress Management: potential environmental, organizational, and personal sources of stress at work, physiological, psychological, and behavioral symptoms of stress, individual and organizational approaches to managing stress at work.	Interactive lectures for the concepts & the fundamentals, Psychometric Instrument	Identify the potential environmental, organizational, and personal sources of stress at work and the role of individual and cultural differences. Identify the physiological, psychological, and behavioral symptoms of stress at work. Describe individual and organizational approaches to managing stress at work.	Chapter 18: Organizational Change and Stress Management Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publication
24	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories	
25	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories	
26	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories	
27	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories	
28	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories	

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16 th edition, Pearson Publication

3	Organizational Behaviour - Fred Luthans, 12 th edition, McGraw Hill Publication
4	Magazines:- Human Capital, Harvard Business Review, People matters

Prepared by: Prof. Caral D'Cunha	
Approved by:	

Course Plan

Program	PGDM
Course Code and Title	Quantitative Techniques II – Operations Research
Course Credit	3
Academic Year	2021-22
Batch	2021-2023
Trimester	IInd
Duration (Hrs)	20 Hours, 16 sessions of 75 minutes, each.
Name of the Faculty	Prof Pradeep Pai
HOD	Dr. Vaishali Kularni

1. Course Objective: Equip students with the concepts of Optimizing Techniques and Sensitivity analysis of Business decisions.
2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Identify business problems and formulate Decision Making models using Operations Research techniques.
CO2	Appreciate Theoretical and Practical Knowledge of Operations Research concepts.
CO3	Use Analytical Skills to handle Business Decisions and Problems
CO4	Link different functional Areas of Business using optimization techniques.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H			L	
CO2			H	L	
CO3		H		L	

CO4				L	H
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H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2-Foster Analytical and Critical Thinking abilities for data based decision making
 PO3-Ability to develop Value based Leadership ability
 PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Linear Programming, Introduction, Formulation, Graphical Solution, Simplex Solution, Post Optimality analysis, Sensitivity Analysis, Excel application.	5
2	Transportation Problems, Formulation & Excel Solution, Sensitivity Analysis.	2
3	Assignment Problems, Formulation & Excel Solution, Maximization solutions.	2
4	Decision Theory & Decision Trees.	3
5	Game Theory	4

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	QT – I, Business Statistics

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Quiz 1	Individual	15	CO 1, CO 4
2	Quiz 2	Individual	15	CO 2
3	Quiz 3	Individual	20	CO 3, CO 4
4	Term End Exam	Individual	50	CO 1, CO 2, CO 3, CO 4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	CO attended
1	Linear Programming Introduction & Excel Solution	Lectures / Class Discussions	Understand Excel inputs & outputs		CO 1, CO 3
2	Linear Programming Formulation and Graphical solution	Lectures / Class Discussions	Understand Problem formulation.		CO 1, CO 3
3	Linear Programming Simplex and Excel Output comparison	Lectures / Class Discussions	Understand the solution methodology. Apply Graphical solutions learnings to more variables.		CO 1, CO 3
4	Linear Programming – Sensitivity and Post Optimality analysis	Lectures / Class Discussions	Business applications – Shadow price / Opportunity Cost		CO 1, CO 3
5	Linear Programming – Business Application	Lectures / Class Discussions	Post optimality analysis of Business Decisions		CO 1, CO 3
6	Transportation Formulation & Excel solution	Lectures / Class Discussions	Format for Excel input and output analysis		CO 3
7	Transportation – Post Optimality analysis.	Lectures / Class Discussions	Business decision due to changes in input parameters		CO 4
8	Assignment – Formulation and Excel Output	Lectures / Class Discussions	Using Excel to solve allocation problems		CO 3
9	Assignment – Maximization Problems	Lectures / Class Discussions	Changes required in solving Assignment Problems		CO 4
10	Decision Theory – Decision Making under Uncertainty	Lectures / Class Discussions	Five Principles of Decision Making		CLO 1

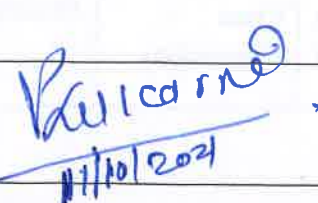
11	Decision Theory – Decision Making under Risk	Lectures / Class Discussions	Concept of EPPI, EVPI & EOL		CLO 2
12	Decision Theory – Decision Trees for Decision Making	Lectures / Class Discussions	Bayesian approach to decision making		CLO 1
13	Game theory – 2 player Zero sum game	Lectures / Class Discussions	Prisoner's Dilemma, Zero Sum game, Saddle point, Equilibrium point		CLO 3
14	Game Theory – Graphical Solution	Lectures / Class Discussions	Graphical solution to Zero sum game, Nash equilibrium		CLO 4
15	Game Theory – Excel output	Lectures / Class Discussions	Formulation & solution using Excel		CLO 2
16	Wrap up & Revision	Lectures / Class Discussions			

8. Student Prep Activities (Total: 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	
2	

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Operations Research – Principles and Practice, Prof Pradeep Pai, Oxford University Press
2	

Prepared by: Prof. Pradeep Pao (Faculty name and signature with date)	
Approved by: Dr. Vaishali Kulkarni HOD – Name and signature with date	 11/10/2024

Course Plan

Program	PGDM- Marketing, Finance & HR
Course Code & Title	Corporate Social Responsibility
Course Credit	02
Academic Year	2020-21
Batch	2020-22
Semester	II
Duration (Hrs.)	20 Hours.
Name of the Faculty	Prof. Pius Moras/Dr. Nazia Ansari
HOD/Incharge	Prof. Rupesh Siyodia

1. Course Overview

This course on Corporate Social Responsibility (CSR) which has its focus on Social Responsibility serves as the foundation of Management and permeates through all specializations. It is based on the value system of the Organization which is the hub and the super ordinate goal of the organization (Refer McKinsey's 7 S Framework of Management). CSR goes beyond the sharing caring attitude toward the larger community and has to be reflected in the relations of the organization with all its internal and external stakeholders.

It will provide an overview of the CSR framework in the organization as well as in the world around it and that will help the students to be the industry leaders of tomorrow in their respective fields and realize that business grows with the support and cooperation of all the internal and external stakeholders and the organization has an obligation to give it back to them for the development and empowerment of all those stakeholders

As future leaders in the industry they need to imbibe the learnings from this course and excel by applying the theoretical knowledge in their professional life and develop of subordinates under them as the future leaders by providing a conducive work culture and an inspirational example with their stakeholder management skills.

2. Course Outcomes (CO)

Sr. No	At the end of the course the students will be able to:
CO1	Study and understand the concepts of Corporate Social Responsibility with its legal, moral and professional obligations and implications.
CO2	Practice and apply the concepts of CSR to develop themselves at a personal and professional level.
CO3	Understand the CSR activities being undertaken by various companies which will help them to sensitize themselves to the realities of the society.

3.Course Outcome and Program Outcome Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	-	-	H	H
CO2	H	-	H	M	M
CO3	H	-	-	H	M

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data-based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse & communicate global, economic, legal and ethical aspects of business

PO5-Ability to lead themselves & others in the achievement of organisational goals, contributing effectively to a team environment.

4.Course Modules

Module No.	Topic	Sessions
1	Corporate Social Responsibility (CSR) Meaning and Scope, CSR Models, CSR and Business Ethics	6
2	Role of Institutions in CSR	1
3	Environmental Aspect of CSR	1
4	CSR & Corporate Sustainability	2
5	Global CSR	2
6	Understanding Framework for Rating CSR	1
7	Future of CSR	2

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1.	Positive attitude for service and social responsibility.

6.Detailed Assessment Plan (Briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
1	Continuous Assessment (Practicals) • Class Presentations on CSR of various Companies	Individual/Group Assessment	20	CO3
2	Semester End Exams	Individual assessment	30	CO1, CO2,CO3
	Total		50	

7.Session Plan (Each session of 90 minutes)

Session No.	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Cas e)	CO Attended
1	Student perception of CSR Discussion of lesson plan and student presentations. • CSR –General	PPT, relevant videos, Class interaction and live examples.	Understand the importance of Concepts of CSR, have an overview of their understanding and sensitize the students to the developmental world to be open to learning of new concepts.	CSR – Madhumita Chatterji (Oxford Univ Press- 2012. Internet and class reading material. Sharing from the personal experiences.	CO1 CO2
2	CSR initiatives at NLDIMSR ‘Sparssh’ – later named as MSR in 2016.	PPT, relevant videos, Class interaction and live examples.	Rome was not built in a day. Appreciate the contribution of different batches of students from 2011 for their invaluable contributions to the noble cause with the active support of the top Management.	Ref. Face Book Page on My Social Responsibility active since October, 2014, MRM presentations, Internet and class teaching.	CO1 CO2
3-6	Corporate Social Responsibility: Meaning, Scope, CSR Models, CSR & Business Ethics	PPT, relevant videos, Class interaction and live examples.	Understand the importance of Concepts of CSR and their implications at the different levels of management so as to understand the working of the organizations as well as have a better perspective of the advantages that CSR offers to the brand as well as to the world.	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH – 1 Internet and class reading material.	CO1 CO2
7	Role of Institutions in CSR	PPT, relevant videos, Class interaction and live examples.	To make the students aware that CSR permeates in all walks and spheres of life. Humans have a mandate to conserve and protect this planet, its life and its resources. Each generation need to be sensitized and trained to live as a global family.	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH – 4 Internet and class reading material.	CO1, CO2
8	Environmental Aspects of CSR: Evolution of Company and CSR Seeds of Early Corporations, Development of Modern Corporations, Governance & Management of Company, Importance of CSR in corporate Governance, Leadership crisis (Values &	PPT, relevant videos, Class interaction and live examples.	Understand the evolution of CSR, its connect and impact on Management, so that as future leaders they may lead their company towards being one of the excellent companies.	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH-2,3 Internet and class reading material.	CO1 CO2

	Skills), Social Impact. Why CSR?				
9	CSR & Corporate Sustainability: <ul style="list-style-type: none"> The 3 Ps of Sustainability – People, Planet and profit. Sustainability and its challenges Humanizing Capitalism, integrating CSR into Organizations. 	PPT, relevant videos, Class interaction and live examples.	<p>Understand the importance and the interconnectedness of the 3 Ps and the need to uphold their place in this world without cutting edges or prioritizing one over the other.</p> <p>Help to understand the need for having a clear sustainable CSR plan in the companies that the students will be working and contribute constructively for the same.</p>	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH-7 Internet and class reading material. Case study of Glaxo Smith Kline – CSR through Innovations & Research.	CO1 CO2
10	The Indian Saga: Community Development and empowerment in post Independent India- Government initiatives, NGO movement. Present day scenario.	PPT, relevant videos, Class interaction and live examples.	<p>The challenges that India faces as developing country with a colonial past has to be understood to offer unbiased solutions to eradicate the real socio economic concerns. It was in 1991, when the government decided to open up the economy, that India entered an era of liberalization, privatization, and globalization (LPG). Government reforms have to be complemented with corporate social responsibility activities. Businesses have to ensure more transparency and accountability in their activities, which have to encompass their core business as well as community development projects.</p>	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH-8 Internet and class reading material.	CO1 CO2
11	Global CSR <ul style="list-style-type: none"> UN Global Compact and its principles. Global Reporting Initiative (GRI) 	PPT, relevant videos, Class interaction and live examples.	Importance of global co-operation and compliances as we all as people and nations impact each other.	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH-9 Internet and class reading material.	CO2 CO3
12-	Understanding	PPT,	To make the students aware	CSR – Madhumita	CO1

13	Framework for rating CSR	relevant videos, Class interaction and live examples.	that in spite of similarities between different frameworks, we have to provide for diversity and heterogeneity for a true rating result. Students have to be explained that a business operator has to analyse the overt (immediately visible) and covert (not visible, hidden) impacts of its activities on society. CSR rating tools provide the incentive to screen activities, thus both agency loss and transaction cost can be reduced by capturing opportunistic, irregular behaviour and activities	Chatterji (Oxford Univ Press 2012) CH-6 Internet and class reading material.	CO2
14	Future of CSR	PPT, relevant videos, Class interaction and live examples.	To make the students understand that the concept of CSR would continue to evolve as long as industry and business would continue to participate in the economic growth defines the future of CSR.	CSR – Madhumita Chatterji (Oxford Univ Press 2012) CH-10 Internet and class reading material.	CO2 CO3
15	Guest Lecture Volkart/ L&T/ GSK/ Axis		The students will receive an insight by the industry persons about the working of CSR		

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Reading Material
1.	Corporate Social Responsibility – Madhumita Chatterji, Oxford University Press- 2012.
2.	Corporate Responsibility – Michael Blowfield and Alan Murray, Oxford University Press – Second Edition- 2011

Prepared by: (Faculty name and signature with date)	Prof. Pius Moras/ Dr. Nazia Ansari 22nd Dec. 2020
Approved by: HOD – Name and signature with date	Prof. Rupesh Siyodia

Course Plan

Program	PGDM- Marketing and Finance
Course Code and Title	PGC208 and Human Resource Management
Course Credit	2
Academic Year	2020-2021
Batch	2020-2022
Semester	II
Duration (Hrs)	20 hours
Name of the Faculty	Dr. Nitin Sharma
HOD	Caral D' Cunha

1. Course Overview

This course will enable students to understand & appreciate the basics of Human Resource Management. The course will help the students to understand how an HR function can ensure optimal utilization of human assets for achieving organizational objectives, and design interventions to achieve the same

Particularly, students will understand how manpower planning helps to recruit and select the best and fittest candidate for the organization.

Classroom activities involving lectures, discussions and case studies will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand the overview of Human Resource Management and the all the functions of HRM
CO2	Students will be able to understand the various functions of HRM, Training and Development, Recruitment and Selection, Job analysis, Job design, manpower planning, compensation and benefits and performance management.
CO3	Students will be able to apply all the concepts or functions of HR in the organization.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H	H	H		
CO3	M	H		M	H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction of HRM	1-2
2	Manpower Planning: Job analysis, Job design, Forecasting, Budgeting, Succession plans	3-5
3	Recruitment and Selection, Interview techniques, Selection procedure.	6-7
4	Learning and Development: Process, Trends, e-learning	8-9
5	Performance Management System: Concept, Methodology, Choosing a performance management approach, Counseling and coaching.	10-11

6	Compensation and Benefits: Rewards Employee engagement, Commitment & Motivation, Mentoring and Leadership style that impact the same	12-13
7	Career Management and Talent retention	14

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre reading from the reference book given: Human Resource Management – Ashwathapa, McGraw Hill, Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India Articles from HBR, People Matters, Human Capital, SHRM

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	Presentations on Assignment- Students will be presenting on the HR practices of various organizations.	Group	10	CO2, CO3
2	Class participation: based on how the students participate in the session and interaction during the case study solution.	Individual	10	CO1,CO2
3	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of Human Resource Management	Individual	30	CO1, CO2, CO3,

7. Session Plan (Each session of 90 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapter s/Case etc	CO Attended
1	Introduction to HRM Definition of HRM, Evolution from Personnel to HR, Characteristics.	Online Interactive sessions.	Demonstrate the importance of Human Resource in the workplace. Define <i>Human Resource Management</i> . To understand the employee lifecycle process	Chapter 1: Human Resource Management, Human Resource Management – Ashwathapa	CO1
2	Challenges of HR function in different industries, Employee lifecycle	Online Interactive sessions.	To understand the employee lifecycle process	Human Resource Management – Dessler,	CO2, CO3

	processes			Prentice Hall India Human Resource Management – Ashwathapa	
3	Manpower Planning: Job analysis.	Case Study, Online Interactive session	Identify the manpower planning process. Identify the different methods of job analysis.	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill,	CO2, CO3
4	Job design, Forecasting, Budgeting, Succession plans	Online Interactive sessions.	Why job design is so important in an organization. How succession planning helps the organization to grow.	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill	CO2, CO3
5	Recruitment & Selection	Guest Lecture Online interactive sessions.	Identify the major techniques of recruitment and selection.	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill	CO2, CO3
6	Interviewing techniques	Online Interactive sessions.	To understand the different interview techniques and its types..	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill	CO2, CO3
7	Learning and	Online Interactive	Differentiate between learning	Human Resource	CO2, CO3

	Development	sessions.	and development. Identify the different development process of employees.	Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill.	
8	E-learning, process and trends	Online Interactive sessions.	Explain the factors that influence the E-learning process.	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill	CO2, CO3
9	Performance Management System, Choosing a performance measurement approach	Case Study Online interactive sessions.	Understand the concept of performance management system and how it is different from performance appraisal To understand, how to measure the performance in an organization	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO2, CO3
10	Counseling and Coaching	Online Interactive sessions.	To understand the concept of counseling and need of counseling, Difference between counseling and coaching	Human Resource Management – Dessler, Prentice Hall India	CO2, CO3
11	Compensation and benefits	Online Interactive sessions.	How benefits are different from	Human Resource Management –	CO2, CO3

			compensation, Fringe benefits, Perquisites.	Dessler, Prentice Hall India	
12	Employee engagement, Commitment and Motivation.	Online interactive sessions	To understand the engagement policy for employees, How engagement leads to job satisfaction.	Human Resource Management – Dessler, Prentice Hall India Human Resource Management – Ashwathapa, McGraw Hill	CO2, CO3
13	Career management and talent retention	Online Interactive sessions.	Different stages of career management, Different techniques to retain the talent in an organization	Human Resource Management – Dessler, Prentice Hall India Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO2, CO3
14	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1,CO2,.CO3

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Human Resource Management – Ashwathapa, McGraw Hill- 8 th Edition
2	Personnel Management – C.B. Mammoria, Himalaya Publishing
3	Human Resource Management –Dessler, Prentice Hall India- 15 th Edition
4	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Prepared by:	Dr. Nitin Sharma
Approved by:	Caral D’Cunha

Course Plan

Program	PGDM- Finance
Course Code and Title	Banking and Financial Services
Course Credit	4 (4X3=12)
Academic Year	2020 – 21
Batch	2020-22
Semester	II
Duration (Hrs)	40 (3 Sections X 40 Hours = 120 Hours)
Name of the Faculty	Dr. Tarun Agarwal
HOD	

1. Course Overview

Banking Industry in India has travelled a long path to assume its present status. It has undergone a major structural transformation after banking sector reforms post 1991 and opening of banking for private sector and foreign banks. However, state owned banks still command large market share and are playing a major role in social banking and financial inclusion initiatives of the government.

A safe and sound banking system is a prerequisite for sustained growth of any economy. Globalisation, deregulation and advances in information technology in recent years have brought about significant changes in the operating environment for banks. Commercial banks are faced with increased competitive pressures and changing customer demands. These, in turn, have engendered a rapid increase in product innovations and changes in business strategies. While these developments have enabled improvement in the efficiency of commercial banks, they have also posed some serious risks.

Banking offers a very lucrative career with variety of profiles suitable to management graduates. The program has been designed to give overview of structure and working of commercial banks, understand various products and services being offered by them and detailing banking operations. Students pursuing their career in banking will find the program useful. This course will enable students to get an insight into the management of Banking Institutions, how banks manage the risk in their business. This course provides insight into insurance business, its principles and products. The course will also enable the students to understand latest trends and future challenges in Banking and Insurance sectors.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Explain structure and working of Commercial Banks
CO2	Explain range of services offered by Commercial Banks
CO3	Apply learnings in Banking, Risk Management and Insurance

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2	M				
CO3				M	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction to Banking	6
2	Introduction to Risk Management	4
3	BASEL Norms	2
4	Small Finance Banks (SFBs), Payment Banks (PBs) and RRB's	3
5	BPLR/Base Rate/MCLR & Related Banking Terms	1
6	Non-Performing Assets (NPAs)	2
7	Introduction to Insurance	3
8	Trends in Banking & Insurance	1
9	Evaluations	5

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Students will be expected to maintain a daily log of their learning and make an action plan. The continuous evaluation tools would be implemented as per schedule and collected for evaluation. Students are encouraged to visit session videos, you tube on TED talks, and readings available at websites like course era, etc. to enhance knowledge in the subject.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks (%)	Intended CO to be assessed
1	Quiz	Individual	10%	CO1
2	Project/Assignments	Individual/Group	20%	CO1 & CO2
3	Presentation/Viva Voce	Individual/Group	10%	CO1 & CO2
4	End Term	Individual	60%	CO1, CO2, CO3
	Total		100%	

7. Session Plan (Each session of 90 minutes)

Session No.	Topic/Sub Topic	Session Details	
MODULE 1: Introduction to Banking (Total # 6 Sessions)			
1.	Introduction of Course: Course overview, assessment scheme, instructor's expectations, Introduction to Bank Financial Management –Structure of Indian Banking System, Classification of Banks in India, The Reserve Bank of India	Text Book/ Reading	Bank Financial Management, IIBF
		Pedagogy	Discussion
		CO	1
		ELO	At the end of the session, student will be able to understand introductory basics of the course Banking & Financial Services.
2.	Meaning of Banking, Meaning of Customers, KYC Concepts. Functions of a Bank, Structure of a Typical Commercial Bank. Banking Vs. NBFC, Basic Principles of Banking. Reserve Requirements (CRR & SLR)	Text Book / Reading	Principles of Banking Management, Neelam. C. Gulati
		Pedagogy	Discussion
		CO	1
		ELO	At the end of the session, student will be able to understand typical structure, functions and reserve requirements of a Commercial Bank
3.	Banking Products & Services: Types of Liability and Asset Products, Demand & Time Liabilities,	Text Book / Reading	Principles of Banking Management, Neelam. C. Gulati
		Pedagogy	Discussion
		CO	2

	Sources of Bank Funds, Uses of Bank Funds (Credit), BSBDA & Small Deposit Account, Nomination.	ELO	At the end of the session, student will be able to understand the various Banking products and services in the form of Liabilities and Assets
4.	International Banking Investment Banking & Other Services And Financial Inclusion, Financial Literacy and Channel Management	Text Book / Reading	Suggested readings from the www.
		Pedagogy	Discussion/Co Teaching
		CO	2
		ELO	At the end of the session, student will be able to understand offerings under Investment Banking by Commercial Banks
5.	Issues in Bank Management: 4 Basic Issues in the space of: Bank Marketing, Bank Audit, Bank Merger and Acquisitions	Text Book / Reading	Suggested readings from the www.
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to understand the broader issues in Bank Management
6.	Analysis of Bank Statements: A glimpse into Balance Sheet & Profit & Loss, Profitability, Liquidity, Capital Account and Cost Management	Text Book / Reading	Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson. Dorling Kindersley (India) Private limited
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to gather a basic understanding about the Balance Sheet, Profit & Loss of a Commercial Bank including other aspects.
MODULE 2: Introduction to Risk Management (Total # 4 Sessions)			
7.	Meaning of Risk, Risk and Banking Business, Risk Regulations in Banking Industry and Asset Liability Management	Text Book/ Reading	Risk Management, IIBF
		Pedagogy	Discussion
		CO	1
		ELO	At the end of the session, student will be able to understand meaning of Risk, Risk and Banking Business
8.	Components of Assets and Liabilities in Bank's Balance Sheet and their Management, Liquidity	Text Book / Reading	Risk Management, IIBF
		Pedagogy	Discussion
		CO	1

	Management, Interest Rate Risk Management, and Management of Exchange Risk	ELO	At the end of the session, student will be able to understand management of Interest Rate and Exchange Risk
9.	Different kind of Risks faced by Banks, Market Risk, Credit risk and Operational Risk	Text Book / Reading	Risk Management, IIBF
		Pedagogy	Discussion/Guest Session
		CO	1
		ELO	At the end of the session, student will be able to understand Market, Credit and Operational Risk
10.	Introduction to Treasury Management, Treasury Products, Treasury Risk Management	Text Book / Reading	Risk Management, IIBF
		Pedagogy	Discussion
		CO	1
		ELO	At the end of the session, student will be able to understand Treasury Products and Risk Management
MODULE 3: BASEL Norms (Total # 2 Sessions)			
11.	What is BASEL? What is BASEL I & II	Text Book/ Reading	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
		Pedagogy	Discussion
		CO	1
		ELO	At the end of the session, student will be able to understand basics of BASEL and its norms
12.	BASEL III and Difference between BASEL I, II and III	Text Book / Reading	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
		Pedagogy	Discussion
		CO	1
		ELO	At the end of the session, student will be able to differentiate between different BASEL norms
MODULE 4: Small Finance Banks, Payment Banks and RRB's (Total # 3 Sessions)			
13.	Small Finance Banks	Text Book/ Reading	Suggested readings from the www.
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to understand about functioning and offerings of Small Finance Banks
14.	Payment Banks	Text Book / Reading	Suggested readings from the www.
		Pedagogy	Discussion
		CO	2

		ELO	At the end of the session, student will be able to understand about functioning and offerings of Payments Banks and difference between Small Finance and Payments Banks
15.	Regional Rural Banks	Text Book / Reading	Readings from www.
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to understand the structure, functioning and offerings of RRB's
MODULE 5: BPLR, Base rate, MCLR and Related Terms (Total # 1 Session)			
16.	BPLR, Base rate, MCLR and Related Terms	Text Book/ Reading	
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to understand meaning and importance of BPLR, Base rate, MCLR and other related terms of Commercial Banks
MODULE 6: Non Performing Assets (Total # 2 Sessions)			
17.	Introduction to stressed Asset/Concept of NPA's and related problems: Why NPA's Occur?, How NPA Management helps Banks, Prudential Norms on Income Recognition, Asset Classification and Provisioning (Advances), Recovery of Loans and methods, Introduction to Insolvency and Bankruptcy Code,	Text Book/ Reading	Principles of banking Management, Neelam C. Gulati, Excel Book, Published by Anurag Jain
		Pedagogy	Discussion
		CO	2

	Corporate Insolvency Resolution Process,	ELO	At the end of the session, student will be able to understand meaning of NPA's, Why NPA's Occur? How NPA Management helps Banks, Prudential Norms on Income Recognition, Recovery of Loans and methods
18.	Credit Monitoring Policy, Onsite & Offsite monitoring of loans, Red flagging of Accounts, RBI Guidelines for Restructuring of debts, SARFAESI rules and procedures, Recovery through DRT, Recovery through OTS, Insolvency and Bankruptcy Code 2016 -Recovery process, Declaration of willful defaulter, Assignment of debts to ARCs, Dealing with Recovery agents, Detective agencies, Lawyers, Valuers	Text Book / Reading	Principles of banking Management, Neelam C. Gulati, Excel Book, Published by Anurag Jain
		Pedagogy	Discussion/ Guest Session
		CO	2
		ELO	At the end of the session, student will be able to understand Credit Monitoring Policy, Onsite & Offsite monitoring of loans, RBI Guidelines for Restructuring of debts
MODULE 7:Introduction to Insurance (Total # 3 Sessions)			
19.	Introduction to Insurance: IRDA, Growth and Development of Insurance in India, Funds management in Insurance Sector	Text Book/ Reading	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to understand about Insurance Regulator and introductory aspects related to Insurance
20.	Range of Products and Services of Insurance, Life and Non-Life Insurance, Risk/Reward Parity,	Text Book / Reading	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
		Pedagogy	Discussion
		CO	2

	Motor Insurance, Marine Insurance, Health and Medical Insurance, Fire Insurance	ELO	At the end of the session, student will be able to understand about range of Products and Services offered in Insurance, Life and Non-Life Insurance and other kinds of Insurance
21.	Underwriting of Life Insurance, Underwriting of General Insurance, Insurance Marketing and Laws related to Insurance Business	Text Book / Reading	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
		Pedagogy	Discussion
		CO	2
		ELO	At the end of the session, student will be able to understand concept of underwriting and some of the laws related to Insurance
MODULE 8: Trends in Banking & Insurance (Total # 1 Session)			
22.	Innovations in Products and Services in Banking and Insurance	Text Book/ Reading	Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson. Dorling Kindersley (India) Private limited
		Pedagogy	Discussion/Guest Session
		CO	2
		ELO	At the end of the session, student will be able to understand and know about some of the recent Innovations in Products and Services in Banking and Insurance
MODULE 9: Internal Evaluations (Total # 5 Sessions)			
23-27	Evaluations	Evaluations	Individual Quiz, Group/Individual Presentations and Viva Voce
		Pedagogy	Attempting Individual Quiz, Submission of Group/Individual Assignments and Evaluation of Presentations and Viva Voce
		CO	CO1, CO2 & CO3
		ELO	At the end of the course, student will be able to Explain structure, working and range of services offered and other basic, but, important aspects related to Banking and Financial Services

*CO= Course Outcome and ELO=Expected Learning Outcome

Guest Session & Co- Teaching Plan: Three sessions shall be conducted by Guest Speakers from banking industry and Two Co-Teaching sessions with internal or external faculty as per the following schedule:

SNo.	Guest Session/Co-Teaching Session	Topic	Session Objective & COs	Schedule
1	Co-Teaching Session	International Banking, Investment Banking & Other Services, Financial Inclusion, Financial Literacy and Channel Management	The student will understand concepts of International Banking, Investment Banking, Financial Inclusion and Financial Literacy CO 2	Session no. 4

2	Guest Session	Different kind of Risks faced by Banks, Market Risk, Credit risk and Operational Risk	The student will be sensitized with Market, Credit and Operational Risk CO 1	Session No. 9
3	Guest Session	Credit Monitoring Policy, Onsite & Offsite monitoring of loans, Red flagging of Accounts, RBI Guidelines for Restructuring of debts, SARFAESI rules and procedures, Recovery through DRT, Recovery through OTS, Insolvency and Bankruptcy Code 2016 -Recovery process, Declaration of willful defaulter, Assignment of debts to ARCs etc.	The student will be provided insights about Restructuring of debts, SARFAESI rules and procedures, Recovery of debts and Asset Reconstruction Companies. CO 1	Session no. 18
4	Co-Teaching Session	RBI Guidelines for Restructuring of debts, SARFAESI rules and procedures, Recovery through DRT, Recovery through OTS, Insolvency and Bankruptcy Code 2016 -Recovery process, Declaration of willful defaulter, Assignment of debts to ARCs, Dealing with Recovery agents, Detective agencies, Lawyers, Valuers	Students will be able to understand Credit Monitoring Policy, Onsite & Offsite monitoring of loans, RBI Guidelines for Restructuring of debts etc. CO2	Session No. 20
5	Guest Session	Innovations in Products and Services in Banking and Insurance	Students will be able to understand and know about some of the recent Innovations in Products and Services in Banking and Insurance CO2	Session No. 22

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Bank Financial Management, IIBF, Taxman
2	Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson. Dorling Kindersley (India) Private limited
3	Risk Management, IIBF, Macmillan
4	Advanced Bank Management, IIBF
5	Principles of banking Management, Neelam C. Gulati, Excel Book, Published by Anurag

	Jain
6	Commercial Banking, The Management of Risk, Benton E. Gup and James W. Kolari, Wiley
7	Principles & Practices of Banking, IIBF, Macmillan
8	Legal & Regulatory aspects of Banking, IIBF, Macmillan
9	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
10	Banking & Insurance, Law and Practice, ICSI, Taxman
11	Other Reference/Suggested Readings/Internet Resources: <ul style="list-style-type: none"> • www.businesstoday.in • https://www.thehindubusinessline.com/ • https://economictimes.indiatimes.com/ • https://www.rbi.org.in/ • https://www.irdai.gov.in/

9. Time budgeting in course planning:

Please note that while assigning activities and planning teaching schedules following table may be of help. The weightage of items in the table is prescriptive and may vary according to course requirement. Yet it is indicative of how student time per course can be budgeted:

Activity	Description	Time Budgeted
Classes	2-3 hours per week for 12 weeks (as per schedule of programme office)	40 hours
Reading	Prescribed readings and making notes	7.5 hours
Preparation of set questions, exercises and problems	Including shared and group exercises	15 hours
Preparation of assignment	Reading and writing	7.5 hours
Study and revision for test and end of Trimester examination	Self-preparations	7.5 hours
TOTAL		77.5 hours

10. Evaluation Rubrics:

Rubrics for CO 1 & PO1 (Evaluation Component: Quiz 10% marks)

Criterion	Below Expectations (Less than 60%)	Meets Expectations (60%-75%)	Exceeds Expectation >75%
Comprehension	<ul style="list-style-type: none"> • Does not demonstrate accurate understanding of the question. • Does not provide evidence to support their answer to the question. 	<ul style="list-style-type: none"> • Demonstrates accurate but only adequate understanding of question because does not back conclusions with warrants and data. • Uses only one idea to support the answer 	<ul style="list-style-type: none"> • Demonstrates an accurate and complete understanding of the question. • Backs conclusions with data and warrants. • Uses 2 or more ideas, examples and/or arguments that support the answer.

Rubrics for CO2 & PO1 (Evaluation Component: Group/Individual Project & Assignment 20% marks and Group Presentation and Viva Voce 10% marks) (Total 30% Marks)

Criterion	Below Expectations (Less than 60%)	Meets Expectations (60%-75%)	Exceeds Expectation >75%
Gather Relevant Information	Struggles to pinpoint the information needed. Gathers information from one source. Minimal evidence of search/selection criteria.	Clearly identifies the information required. Gathers information from multiple valid and reliable sources. Evidence of search/selection criteria.	Demonstrates a sophisticated understanding of what information is needed. Gathers extensive information from a variety of valid and reliable sources including journals, texts, etc., specific to the subject. Clear evidence of search/selection criteria.
Select and Use Relevant Concepts and Frameworks	Has limited knowledge on selecting and using relevant concepts and frameworks. Requires extensive assistance in selecting relevant concepts and frameworks.	Selects and uses relevant concepts and frameworks. Requires minimal assistance on choosing relevant concepts and frameworks.	Selects and uses relevant concepts and frameworks. Needs no assistance in selecting relevant concepts and frameworks.
Evaluate Information for Effective Decision Making	Little evidence of evaluation and identification of implications. Minimal evidence of selection based on quality or appropriateness.	Considers context, data, assumptions, and evidence. Integrates multiple viewpoints. Implications are developed. Evidence of selection based on quality or appropriateness.	Considers context, data, assumptions, and evidence. Eloquently integrates multiple viewpoints. Implications are clearly developed. Advanced evidence of selection based on quality or appropriateness.

Rubrics for CO 3 and PO 3 (Evaluation Component: End Term 60% marks)

Criterion	Below Expectations (Less than 60%)	Meets Expectations (60%-75%)	Exceeds Expectation >75%
Gather Relevant Information	Struggles to pinpoint the information needed. Gathers information from one source. Minimal evidence of search/selection criteria.	Clearly identifies the information required. Gathers information from multiple valid and reliable sources. Evidence of search/selection criteria.	Demonstrates a sophisticated understanding of what information is needed. Gathers extensive information from a variety of valid and reliable sources including journals, texts, etc., specific to the subject. Clear evidence of search/selection criteria.
Select and Use Relevant Concepts and Frameworks	Has limited knowledge on selecting and using relevant concepts and frameworks. Requires extensive assistance in	Selects and uses relevant concepts and frameworks. Requires minimal assistance on choosing relevant concepts and frameworks.	Selects and uses relevant concepts and frameworks. Needs no assistance in selecting relevant concepts and frameworks.

	selecting relevant concepts and frameworks.		
Evaluate Information for Effective Decision Making	Little evidence of evaluation and identification of implications. Minimal evidence of selection based on quality or appropriateness.	Considers context, data, assumptions, and evidence. Integrates multiple viewpoints. Implications are developed. Evidence of selection based on quality or appropriateness.	Considers context, data, assumptions, and evidence. Eloquently integrates multiple viewpoints. Implications are clearly developed. Advanced evidence of selection based on quality or appropriateness.

Institute's Policy Statements

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document. It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, the preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

Late Submission

Assessment tasks submitted after the due date, without prior approval/arrangement, will be not be accepted. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines.

Plagiarism:

Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person. Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

Prepared by: (Faculty name and signature with date)	Sd/- Dr. Tarun Agarwal, 14 th December, 2020
Approved by: HOD – Name and signature with date	



N. L. Dalmia[®]
Institute of Management Studies and Research
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Course Plan

Program	PGDM - HR
Course Code and Title	PGH201 - High Performance Leadership Development and Personal Growth Labs
Course Credit	4
Academic Year	2020-21
Batch	2020-22
Semester	II
Duration (Hrs)	40 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Prof. Caral D'Cunha

1. Course Overview

The course is divided into three parts 1) Leadership development. 2) Team Building and 3) Personal Growth. The first part of the course provides students with the comprehensive knowledge and understanding of Leadership, further it helps explore leadership within for self development. It helps them understand the principles, frameworks and models of leadership. The second part provides understanding of Team Building in today's virtual environment. It will equip students with skills and competencies required to build and lead effective teams, with respect to Virtual Teams, teams with cross-cultural dimensions, teams with Diversity and Inclusion principles, coping with team challenges. It will help understand the different stages of team building and their role as a team member, potential leader and a manager. The third part is very critical for self management and development. It gives understanding of personal growth and stress management in due course of their personal and professional life. In this part students will get exposure to different personality development based theories and frameworks such as Emotional Intelligence, NLP and Transaction Analysis to develop understanding of types of personalities.

Classroom activities will involve Lectures Class-discussions based on Case studies, Articles and Research papers. Students to be encouraged to contribute and present their perception to develop enhanced understanding in the areas studied.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able understand leadership Styles, theory and practice and apply them as a potential leader and organizational manager
CO2	Students will be able to demonstrate skills and competencies required for effective team building in today's Virtual, Diverse and Cross Cultural business environment
CO3	Students will be able understand Personality theories and develop self awareness for personal and professional development
CO4	Students will be able to explain concepts of Emotional Intelligence, NLP and Transactional Analysis to enhance thinking and manage stress

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	H	M	H
CO2	M		M		M
CO3	H				M
CO4					M

H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
- PO2-Foster Analytical and Critical Thinking abilities for data based decision making
- PO3-Ability to develop Value based Leadership ability
- PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
- PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Module No.	Topic	Sessions
1	Principles of Leadership	1-2
2	Transformation within	3-5
3	Models & Framework	6-7
4	Leading Virtual Team	8-9
5	Team Building	10-12
6	Stress Management	13
7	Personal Growth	14-15
8	Personal Growth Lab	16-17
9	Basic Functions of Mind	18-19
10	Basic of Interpersonal Orientation	20-21
11	Learning Methodologies	22-23
12	Presentations	24-27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre-read from reference text - Organizational Behaviour – Robbins, Pearson's, Introducing NLP – Joseph O'Connor, Harper Collins, EI – Daniel Goleman, Bloombury Publishing

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
1	Assignment - Students will have to submit assignment based on Research Paper & Article	Individual	20	CO1, CO2, CO4
2	Presentation & Project Report – Class will be divided in to groups and research topics based on different areas covered will be allocated to the groups. Students are supposed to develop a Project report and present in class.	Group	20	CO1, CO2, CO3, CO4
3	End Semester Examination- The end semester exam will cover the entire	Individual	60	CO1, CO2, CO3,

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	course and assess the students understanding on concepts Leadership, Team Building and Personal Growth			CO4
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7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)	CO Attended
1	Course Plan Overview. Principles of Leadership Purpose, Performance, People, Personal, Communication	Online Interactive Session & Class Discussion	Students will be able to gain knowledge on basics of leadership	Leadership & Management Development Ch-1	CO1
2	Principles of Leadership Purpose, Performance, People, Personal, Communication	Online Interactive Session & Class Discussion Article HBR - Understanding Leadership	Students will be able to gain knowledge on basics of leadership	Leadership & Management Development Ch-1	CO1
3	Principles of Leadership Purpose, Performance, People, Personal, Communication	Online Interactive Session & Class Discussion	Students will be able to gain knowledge on basics of leadership	Leadership & Management Development Ch-1	CO1
4	Transformation Within on-purpose self-development, stages of learning from Individual Contributor to enterprise manager – Leadership pipeline model,	Online Interactive Session & Class Discussion Article HBR - How to Develop Your Leadership Style	Students will be able to understand importance of leadership development and develop self	Leadership & Management Development, Leadership pipeline model	CO1
5	Transformation Within on-purpose self-development, stages of learning from	Online Interactive Session & Class	Students will be able to understand importance	Leadership & Management Development	CO1

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	Individual Contributor to enterprise manager – Leadership pipeline model	Discussion	of leadership development and develop self	ment, Leadership pipeline model	
6	First time Manager Leadership Humility	Online Interactive Session & Class Discussion Video - Lessons from Steve Jobs by Guy Kawasaki	Students will be able to understand importance of leadership development and develop self	Leadership & Management Development, Leadership pipeline model	CO1
7	Leadership models and framework	Online Interactive Session & Class Discussion	Students will be able to learn leadership models and framework	Organisational Behaviour – Robbins, Pearsons Chap – 3-10	CO1
8	Leadership models and framework	Online Interactive Session & Class Discussion	Students will be able to learn leadership models and framework	Organisational Behaviour – Robbins, Pearsons Chap – 3-10	CO1
9	Leadership models and framework	Online Interactive Session & Class Discussion Video - 10 rules of leadership – Jack Welch	Students will be able to learn leadership models and framework	Organisational Behaviour – Robbins, Pearsons Chap – 3-10	CO1
10	Leadership Development	Presentation and Project Report	The activity will help develop the conceptual understand and its practical applicability	Group Presentation	CO1
11	Leading Virtual	Online	Strategies	Organisat	CO2

	teams Managing Diversity, Managing cross-cultural teams	Interactive Session & Class Discussion Research paper -1) How Effective Leadership can Facilitate Change in Organizations through Improvement and Innovation 2) Impact of effective team building	for leading a virtual team	Organisational Behaviour – Robbins, Pearsons Chap – 5- Working in teams	
12	Managing conflicts, Ethical leadership	Online Interactive Session & Class Discussion	Effective and efficient conflict management, use of negotiation skills	Organisational Behaviour – Robbins, Pearsons Chap – 5- Working in teams	CO2
13	Team building Types of team and team building stages.	Online Interactive Session & Class Discussion	Types of Teams and Team Building Stages	Organisational Behaviour – Robbins, Pearsons Chap – 5- Working in teams	CO2
25	Role of Leader in team development - Manage team, boss, colleagues, Art of using negotiation, power, influence, Belbin team roles	Online Interactive Session & Class Discussion Video - Jyoti Rai, Head HR, Amex on Leadership and Diversity	Manage your team, your boss, and your colleagues more effectively	Organisational Behaviour – Robbins, Pearsons Chap – 5- Working in teams	CO2
14	Team Building	Presentation and Project	The activity will help	Group Presentati	CO2

		Report	develop the conceptual understand and its practical applicability	on	
15	Stress management Strategies to handle stress	Online Interactive Session & Class Discussion	Learn Strategies to handle and manage Stress effectively	Organisational Behaviour – Robbins, Pearsons Chap – 18	CO3
16	Personal growth Meaning, nature, scope : Individual, organisational and societal roles – role clarity and role boundary, self-awareness and self-esteem	Online Interactive Session & Class Discussion Video - Personal Development Greg Smith TEDxYoungstown	Basics of personality, Meaning of personal growth, meaning of self-awareness and self esteem	Organisational Behaviour – Robbins, Pearsons Chap – 5	CO3
17	Personal Growth Lab Personality theories – Carl Jung's personality types	Online Interactive Session & Class Discussion	Implementation of personality theories to find the personality type	Organisational Behaviour – Robbins, Pearsons Chap – 2	CO3
18	MBTI, Trait theories : Big 5: Type A & Type B: PF16	Online Interactive Session & Class Discussion	Implementation of personality theories to find the personality type	Organisational Behaviour – Robbins, Pearsons Chap – 2	CO3
19	Basic functions of mind Creativity & Innovation – tools and processes, blocks	Online Interactive Session & Class Discussion Video - System Thinking	Methods of improving creativity, Basics of different type of thinking techniques	6 thinking Hats – Edward de Borno	CO4

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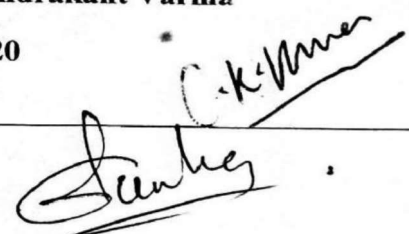

		Problem solving -Tom Wujec Got a wicked problem? First, tell me how you make toast			
20	6 Thinking hats, NLP	Online Interactive Session & Class Discussion	Basics of different type of thinking techniques, Basics of NLP and NLP implementation	Introducing NLP – Joseph O’Connor, Harper Collins, 6 thinking Hats – Edward de Borno	CO4
21	Basics of Interpersonal orientation	Online Interactive Session & Class Discussion Video - Google's Laszlo Bock 10 Rules for Managers (Oct. 22, 2015) Charlie Rose	Basics and implementation of Transactional Analysis and Johari Window	Organisational Behaviour – Robbins, Pearson’s	CO4
22	Desert survival exercise, TA & Johari Window	Online Interactive Session & Class Discussion	Basics and implementation of Transactional Analysis and Johari Window	Organisational Behaviour – Robbins, Pearsons	CO4
23	Learning methodologies	Online Interactive Session & Class Discussion	Leaning about different learning methodologies	Organisational Behaviour – Robbins, Pearsons	CO4
24	Basics of T-group and sensitivity training	Online Interactive Session & Class Discussion	Leaning about different learning methodologies	Organisational Behaviour – Robbins, Pearsons	CO4

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				Chap-18	
25	Personality Development, Thinking Techniques (NLP, EI, 6 Thinking Hat, Transactional Analysis)	Presentation and Project Report	The activity will help develop the conceptual understand and its practical applicability	Group Presentation	CO3, CO4
26	Guest Session				

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Leadership & Management Development – Carmichael, Collins, Emsell, Haydon, Oxford University Press
2	Organisational Behaviour – Robbins, Pearsons
3	Introducing NLP – Joseph O’Connor, Harper Collins
4	EI – Daniel Goleman, Bloombury Publishing
5	7 Habits of Highly Effective People – Steven Covey
6	Articles from HBR, Human Capital, Industry Great Places to Work reports, Survey reports

Prepared by: (Faculty name and signature with date)	Dr. Chandrakant Varma 9-12-2020 
Approved by: HOD – Name and signature with date	







N. L. Dalmia
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Course Plan

Program	PGDM-HR
Course Code and Title	Talent management
Course Credit	2
Academic Year	2020-2021
Batch	2020-22
Semester	II
Duration (Hrs)	20 hours
Name of the Faculty	Anurag Raj
HOD	Prof. Caral D'Cunha

1. Course Overview

The course aims to impart knowledge of Talent management. Management of talent in the workplace is a matter of key concern to all managers and not only to HR professionals. Therefore, all managers, regardless of their functional areas, are called on to solve problems that involve significant talent management issues. Fundamental knowledge and better understanding of talent Management would help them in solving such types of problems.

The students would learn to apply Talent management principles which involves:

- the systematic identification of key positions which contribute to the organisation's sustainable competitive advantage
- the development of talent pool of high potential incumbents to fill these roles
- the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents
- ensuring their continued commitment to their organisation

4. **Course Modules**

Module No.	Topic	Sessions
1	Overview and intro of Talent management	Session 1-2
2	Talent identification and acquisition	Session 3-4
3	Talent development	Session 5-6
4	Talent management	Session 7-8
5	Talent engagement	Session 9-10
6	Talent evaluation	Session 11-12
7	Talent reward, recognition and retention strategies	Session 13-14
8	Assignments and projects	Session 15-16

5. **Pre requisites /co requisites (if any) from students**

Sr. No	Details
1	Pre-read from shortlisted HBR articles

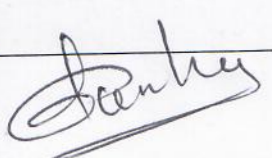
6. **Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)**

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	Students would need to submit assignment based on Research Paper & Article	Individual	10	CO1, CO2
2	Class will be divided into groups and case studies based on different areas covered will be allocated to the groups. Students are supposed to present their solutions for the case in the class.	Group	10	CO3, CO4
3	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on all concepts of TM	Individual	30	CO1, CO2, CO3, CO4, CO5

12-3/20	Talent evaluation: Career and succession planning implementation	Lecture/ Discussion	To learn about talent evaluation techniques - their implementation	The Oxford Handbook of Talent Management	CO5
13-3/27	Talent reward and recognition	Lecture/ Discussion	To learn about talent recognition strategies	The Oxford Handbook of Talent Management	CO5
14-3/27	Talent retention strategies	Case discussions	To understand talent retention strategies	The Oxford Handbook of Talent Management	CO5
15-3/27 & 16	Assignments and project	Group presentations	The activity will help develop the conceptual understand and its practical applicability	Presentations in class	All COs

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Collings, D.G., Mellahi, K., and Cascio, W. F. 2017. The Oxford Handbook of Talent Management // Eds. By Collings, D.G., Mellahi, K., and Cascio, Oxford University Press.
2	Berger, L.A, & Berger, D.R. (Eds) (2011). The talent management handbook: creating a sustainable competitive advantage by selecting, developing and promoting the best people. 2nd edition. New York: McGraw-Hill.
3	Magazines:- Articles from Human Capital, Harvard Business Review, People matters, Business World

Prepared by: (Faculty name and signature with date)	Anurag Raj
Approved by: HOD – Name and signature with date	



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Course Plan

Program	PGDM-HR
Course Code and Title	PGH203 Learning & Development
Course Credit	4
Academic Year	2020 - 2021
Batch	2020-2022
Semester	II
Duration (Hrs)	40 hours
Name of the Faculty	Caral D'Cunha
HOD	Caral D'Cunha

1. Course Overview

This course provides students with an overview of the Learning and Development. The objectives of the course are as below:

- To understand the importance of learning & development in today's business environment.
- To be able to design an effective training module applying conceptual knowledge and execute the training program.
- To develop the skills required to be an effective trainer

The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counseling, training techniques, budgeting and trends in training.

Classroom activities involving lectures, discussions and case studies will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concepts and fundamentals of the function of Learning & Development.
CO2	Design an effective training module applying conceptual knowledge and execute the training program.
CO3	Aware of the various training practice used by the organizations across the globe.
CO4	Evaluate the effectiveness of the training program

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H		M	M
CO3	H			M	
CO4	H	H			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2-Foster Analytical and Critical Thinking abilities for data based decision making
 PO3-Ability to develop Value based Leadership ability
 PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Introduction to Learning and Development: This introductory Module discusses why training is important to help companies successfully compete in today's business environment. The chapter provides an overview of training practices, the training profession, forces impacting training & Strategic training, Learning Theories.	1-5
2	Designing Training: this module includes needs assessment, Learning & Transfer of training, Program design, and Training evaluation	6-
3	Learning and Development methods: This module includes	7

	traditional training methods, technology based training methods and employee development and career management	
4	Future of Learning and Development and challenges faced in Learning and Development	3

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre reading from text book given: Employee Training & Development – Raymond Noe -7 th Edition- McGraw Hill Publication

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	Assignment - Students will be submitting the assignment on Learning and Development practices of any two companies.	Individual	10	CO1, CO 3
2	News Paper article analysis: Each student will be discussing two current news articles from the newspaper related to the Learning and development practices or HR domain.	Individual	10	CO1, CO 3
3	Presentation on Designing the Training Module and demonstrating that training module in the class	Group	20	CO2, CO4
4	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	60	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 90 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/ Case etc	CO Attended
1	Overview of Course Plan Introduction to HRD	Lecture with interaction	Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces. Draw a figure or diagram and explain how training,	Module 1: Effective human resources training & development strategy(Effective HR training & development strategy – Dr. B. Rathana Reddy) Chapter 1:	CO1

			development, informal learning, and knowledge management contribute to business success.	Introduction to Employee T & D(Employee Training & Development – Raymond Noe)	
2	Overview of training in organizations, Structure of training department	Case study based	Discuss the key roles for training professionals. Discuss different structures of training department	Module 1: Effective human resources training & development strategy(Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 1: Introduction to Employee T & D(Employee Training & Development – Raymond Noe) Case study: Siemens Training & Development, Aditya Gyanodya	CO1
3	Training process	Lecture with interaction	Discuss various aspects of the training design process	Module 1: Effective human resources training & development strategy (Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 1: Introduction to Employee T & D(Employee Training & Development – Raymond Noe)	CO1
4	Principles of adult learning, motivation & performance	Lecture with interaction	Understand principles of adult learning and motivation.	Module 6: Training & Learning Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 4: Learning & Transfer of training (Employee	CO1

				Training & Development – Raymond Noe)	
5	Learning theories, Learning organization	Case study based, AVs	<p>Discuss learning and motivation theories.</p> <p>Explain the implications of learning theory for instructional design.</p> <p>Understand the concept of learning organization.</p>	<p>Module 6: Training & Learning (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 4: Learning & Transfer of training (Employee Training & Development – Raymond Noe)</p>	CO1
6	Training need assessment: organizational analysis, task analysis, person analysis	Lecture with interaction	<p>Discuss the role of organization analysis, person analysis, and task analysis in needs assessment.</p> <p>Identify different methods used in needs assessment and identify the advantages and disadvantages of each method.</p> <p>Discuss the concerns of upper- and mid-level managers and trainers in needs assessment.</p>	<p>Module 2: Training Needs Analysis (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 3: Needs Assessment (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
7	Training need assessment: Approaches, outcome of TNA	Lecture with interaction	<p>Discuss the steps involved in conducting a task analysis.</p> <p>Analyze task analysis data to determine the tasks in which people need to be trained.</p> <p>Explain competency models and the process used to develop them</p>	<p>Module 2: Training Needs Analysis (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 3: Needs Assessment (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
8	Training need assessment : Case study & analysis	Casestudy based	Discussion on case study: Fabric Inc.	Module 2: Training Needs Analysis (Effective HR	CO1, CO2

				<p>training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 3: Needs Assessment (Employee Training & Development – Raymond Noe)</p> <p>Case Study: Alliance Case study</p>	
9	Traditional training methods: Off the job training methods	Lecture with interaction, Role plays, exercises	<p>Discuss the strengths and weaknesses of presentations, hands-on, and group building training methods.</p> <p>Provide recommendations for effective on-the-job training (OJT).</p> <p>Discuss the key components of behavior modeling training.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
10	Traditional training methods: On the job training methods	Lecture with interaction	<p>Explain the conditions necessary for adventure learning to be effective.</p> <p>Discuss what team training should focus on to improve team performance.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2

11	E-learning & use of technology in training	Lecture with interaction	<p>Explain how new technologies are influencing training.</p> <p>Evaluate a Web-based training site.</p> <p>Explain how learning and transfer of training are enhanced by using new training technologies.</p> <p>Explain the strengths and limitations of e-learning, mobile technology training methods (such as iPads), and simulations.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
12	E-learning & use of technology in training: technologies to support & administer training	Lecture with interaction	<p>Explain the different types of social media and the conditions conducive to their use for training.</p> <p>Compare and contrast the strengths and weaknesses of traditional training methods versus those of technology-based training methods.</p> <p>Identify and explain the benefits of learning management systems.</p> <p>Develop a self-directed learning module.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
13	Designing training modules: Developing objectives,	Lecture with interaction	<p>Be able to choose and prepare a training site based on how trainees will be involved and interact with the content and each other in the course.</p> <p>Prepare for instruction using a curriculum road map, lesson plan, design document, and concept map.</p> <p>Explain how trainees' age, generational</p>	<p>Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 5: Program Design (Employee Training & Development – Raymond Noe)</p>	CO1, CO2

			differences, and personality might influence how programs are designed.		
14	Designing training modules: Transfer of training, outcomes of design	Lecture with interaction	<p>Prepare a request for proposal (RFP) and a list of questions to evaluate training consultants and suppliers.</p> <p>Make recommendations about what managers can do before, during, and after training to facilitate learning and transfer.</p>	<p>Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 5: Program Design (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
15	Training administration (designing training calendar)	Lecture with interaction	Design the training calendar	<p>Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 5: Program Design (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
16	Development & Implementation of training	Lecture with interaction, Casestudy	To understand the process of pilot run and dry run.	<p>Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 5: Program Design (Employee Training & Development – Raymond Noe)</p> <p>based- Raymond Noe textbook</p>	CO1, CO2
17	Training evaluation Process	Lecture with interaction	<p>Identify and choose outcomes to evaluate a training program.</p> <p>Discuss the process</p>	Module 8: Evaluation of Training (Effective HR training &	CO1, CO3

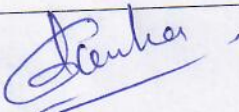

			<p>used to plan and implement a good training evaluation.</p> <p>Discuss the strengths and weaknesses of different evaluation designs.</p>	<p>development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 6: Training Evaluation (Employee Training & Development – Raymond Noe)</p>	
18	Evaluation Designs, Kirkpatrick's model, Cost Benefit Analysis and ROI, outcomes used in evaluation	Guest Session by an industry expert	<p>Conduct a cost-benefit analysis for a training program.</p> <p>Choose the appropriate evaluation design based on the characteristics of the company and the importance and purpose of the training.</p>	<p>Module 8: Evaluation of Training (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 6: Training Evaluation (Employee Training & Development – Raymond Noe)</p> <p>Case - Textbook Raymond Noe</p>	CO1, CO3
19	Training audit	Lecture with interaction	To understand how to audit training function	Module 9: Costing of training (Effective HR training & development strategy – Dr. B. Rathan Reddy)	CO1, CO3
20	Management Development Programs	Lecture with interaction, Exercise on MDP	<p>Discuss the steps in the development planning process.</p> <p>Explain the employees' and company's responsibilities in planning development.</p> <p>Discuss current trends in using formal education for development.</p> <p>Explain how job experiences can be used for development and suggest a job experience to match an employee's development goal or</p>	Chapter 9: Employee development & career management (Employee Training & Development – Raymond Noe)	CO1, CO2

			need. Identify the characteristics of an effective mentoring program.		
21	Special issues in training & development, Training Trends Worldwide	Lecture with interaction	Discuss the role of training partnerships in developing skills and contributing to local communities. Develop a program for effectively managing diversity. Design a program for preparing for cross-cultural assignments. Discuss the importance of career paths and dual career paths for employees and companies. Discuss new trends in learning and development	Chapter 11: The future of training & development (Employee Training & Development – Raymond Noe)	CO1, CO3
22	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1, CO3
23	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1, CO3
24	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1, CO3
25	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1, CO3
26	Revision	Discussion	Summary and Revision of the subject		

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Employee Training & Development – Raymond Noe -7 th Edition- McGraw Hill Publication

2	Effective HR training & development strategy, Dr. B. Rathan Reddy, 3 rd edition, Himalaya Publishing House
3	Effective Training, System, Strategies & Practices- P. Nick Blanchard & James Thacker, 3 rd edition, Pearson Education
4	Human Capital magazine, HRM Review

Prepared by: Prof. Caral D'cunha	
Approved by: HOD	



N. L. Dalmia
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM-HR
Course Code and Title	Talent management
Course Credit	2
Academic Year	2020-2021
Batch	2020-22
Semester	II
Duration (Hrs)	20 hours
Name of the Faculty	Anurag Raj
HOD	Prof. Caral D'Cunha

1. Course Overview

The course aims to impart knowledge of Talent management. Management of talent in the workplace is a matter of key concern to all managers and not only to HR professionals. Therefore, all managers, regardless of their functional areas, are called on to solve problems that involve significant talent management issues. Fundamental knowledge and better understanding of talent Management would help them in solving such types of problems.

The students would learn to apply Talent management principles which involves:

- the systematic identification of key positions which contribute to the organisation's sustainable competitive advantage
- the development of talent pool of high potential incumbents to fill these roles
- the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents
- ensuring their continued commitment to their organisation

4. **Course Modules**

Module No.	Topic	Sessions
1	Overview and intro of Talent management	Session 1-2
2	Talent identification and acquisition	Session 3-4
3	Talent development	Session 5-6
4	Talent management	Session 7-8
5	Talent engagement	Session 9-10
6	Talent evaluation	Session 11-12
7	Talent reward, recognition and retention strategies	Session 13-14
8	Assignments and projects	Session 15-16

5. **Pre requisites /co requisites (if any) from students**

Sr. No	Details
1	Pre-read from shortlisted HBR articles

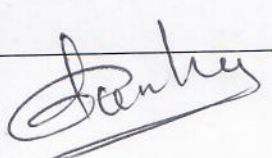
6. **Detailed Assessment Plan** (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	Students would need to submit assignment based on Research Paper & Article	Individual	10	CO1, CO2
2	Class will be divided into groups and case studies based on different areas covered will be allocated to the groups. Students are supposed to present their solutions for the case in the class.	Group	10	CO3, CO4
3	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on all concepts of TM	Individual	30	CO1, CO2, CO3, CO4, CO5

12-3/20	Talent evaluation: Career and succession planning implementation	Lecture/ Discussion	To learn about talent evaluation techniques - their implementation	The Oxford Handbook of Talent Management	CO5
13-3/27	Talent reward and recognition	Lecture/ Discussion	To learn about talent recognition strategies	The Oxford Handbook of Talent Management	CO5
14-3/27	Talent retention strategies	Case discussions	To understand talent retention strategies	The Oxford Handbook of Talent Management	CO5
15-3/27 & 16	Assignments and project	Group presentations	The activity will help develop the conceptual understand and its practical applicability	Presentations in class	All COs

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Collings, D.G., Mellahi, K., and Cascio, W. F. 2017. The Oxford Handbook of Talent Management // Eds. By Collings, D.G., Mellahi, K., and Cascio, Oxford University Press.
2	Berger, L.A, & Berger, D.R. (Eds) (2011). The talent management handbook: creating a sustainable competitive advantage by selecting, developing and promoting the best people. 2nd edition. New York: McGraw-Hill.
3	Magazines:- Articles from Human Capital, Harvard Business Review, People matters, Business World

Prepared by: (Faculty name and signature with date)	Anurag Raj
Approved by: HOD – Name and signature with date	

Course Plan

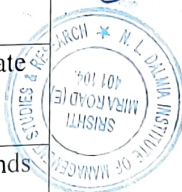
Program	PGDM Marketing
Course Title	Strategic Brand Management
Course Credit	04
Academic Year	2020-21
Batch	2019-2021
Semester	III
Sessions	26 sessions plus 3 sessions of presentations
Name of the Faculty	Dr.Joyeeta Chatterjee
HOD	Dr.Joyeeta Chatterjee

1. Course Overview

Brand management starts with a comprehensive knowledge of a “brand”. It enables the students to have a detailed knowledge of brand, as a concept, brand elements like name, logo, tag line, merchandise, design, and any other feature that identifies a business house and its products and differentiates it from the other brands. This course is absolutely essential for students who wishes to study marketing as an area specifically apart from other areas too. It is the science of crafting and sustaining a brand. This course is different in the sense that it focuses on branding and brand management and not studied in conjunction with other related subjects such as marketing and advertising.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand why brands matter, know its functions and why are they so valuable to marketers.
CO2	Analyze brands by comprehending the tools for measuring brand and delving deeper into the concept of brand equity and customer based brand equity concept.
CO3	Familiarize the students with the strategies to build strong brands and integrate with marketing communications strategies for the same.
CO4	Strategies to manage brands over time – How to reinforce and revitalize brands over time.



3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H		-	L	-
CO2	H	H	-		-
CO3		H	-		-
CO4		M	-	L	-

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions (90 Mins)
1	Brands and Brand Management	03
2	Customer-Based Brand Equity	03
3	Brand Positioning and Values	02
4	Creation of New Brand	01
5	Choosing Brand Elements to Build Brand Equity	02
6	Managing Brands over Time	02
7	Designing Marketing Programs to Build Brand Equity	02
8	Integrating Marketing Communication to Build Brand Equity	02
9	Developing a Brand Equity Measurement & Management System	02
10	Designing and Implementing Branding Strategies	02
11	Managing Brands over Geographical Boundaries and Market Segments	02
12	New Products and Brand Extensions	02
13	Contemporary Issues in Branding.	02
14	Presentation of projects	04



5. Pre-requisites /co requisites (if any) from students

Sr. No	Details
1	Students should have the basic understanding of marketing management
2	Students should be able to communicate effectively

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks
1	Continuous Assessment		
	Class attendance	Individual	40
	Participation/	Individual & Group	
	Presentation	Group	
Projects	Group		
2	Semester End Exams	Individual	60
		Total Marks	100

7. Session Plan (Each session of 90 minutes) Blue Indicates Case Studies discussed in class/Assignments/ Readings given, Green Indicates Assessments

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1-3	Brands and Brand Management Brands vs. Products, Why Do Brands Matter, Can Anything Be Branded, What Are the Strongest Brands, Branding Challenges and Opportunities, Strategic Brand Management Process	Online teaching / video lecture; referring to the readings mentioned.	Understand the concept of brands and its importance in marketing as well in consumers' lives Assessment of the class based on the case after 7-8 sessions.	Keller, Chapter 1 Janet Balis, Brand Marketing Through the Coronavirus Crisis, H05IWU-PDF-ENG, Harvard Business Review Digital Article, Apr 6, 2020 Case Ami Shah, S. Ramesh Kumar, Unnikrishnan Dinesh Kumar, Branding and Bollywood: The Behavioral Route to Branding Films IMB611-PDF-ENG IIM-Bangalore Jan 1, 2017



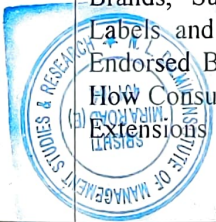
4-6	Customer-Based Brand Equity Brand Equity Concept Customer-Based Brand Equity, What Makes a Brand Strong, Sources of Brand Equity, Strategies of Building a Strong Brand, Brand Building Implications.	Online teaching / video lecture; referring to the readings mentioned	Explain the concept of brand equity, Customer Based Brand Equity	Keller, Chapter 2 and Case Study: Maggie write-up Rohit Deshpande and Anil Keinan: Marketing Reading - Brands and Brand Equity, 8140-PDF-ENG, Harvard Business Publishing, Jan 7, 2014 (Revised: Dec 19, 2019) https://hbsp.harvard.edu/product/8140-PDF-ENG?Ntt=&itemFindingMethod=Search
7-8	Brand Positioning and Values Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding	Online teaching / video lecture; referring to the readings mentioned	Understand the brand values and learn the brand positioning techniques and strategies	Keller, Chapter 3 How to Create Strong Brand Positioning in Your Market, August 30, 2019 https://cultbranding.com/ceo/create-strong-brand-positioning-strategy/ Case Study: Sandeep Puri, Shreya Gupta, Archit Kacker, Coca-Cola India's Frozen Dessert Plan Heats Up Competition, W18455-PDF-EN Ivey Publishing G, Jul 30, 2018. https://hbsp.harvard.edu/product/W18455-PDF-ENG?Ntt=brand+positioning&itemFindingMethod=Search
9	Creation of New Brand Brand Identity Prism, Brand Building Models	Online teaching / video lecture; referring to the readings mentioned	Learn the tools and techniques of creating a new brand	Keller, Chapter 4,5 Stephen A. Greyser, Mats Urde, What Does Your Corporate Brand Stand For? R1901E-PDF-ENG, Harvard Business Review Digital Article, Jan 1, 2019 https://hbsp.harvard.edu/product/R1901E-PDF-ENG?Ntt=brand+identity&itemFindingMethod=Search
10-11	Choosing Brand Elements to Build Brand Equity Brand Element Choice Criteria	Online teaching / video lecture; referring to the readings	Designing and implementing brand strategies through implementation of	Keller, Chapter 4 Jonathan Luffarelli, Mudra Mukesh, Ammara Mahmood,



	Brand Element Choice Criteria (Brand name, Logo, Jingles, Logo Colour) Brand Element Options and Tactics, Brand Audit	referring to the readings mentioned Video of Commercials	strategies through implementation of brand elements	Mukesh, Ammara Mahmood, A Study of 597 Logos Shows Which Kind Is Most Effective, H055D6-PDF-ENG, Sep 12, 2019
2-13	Managing Brands over Time Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio	Online teaching / video lecture; referring to the readings mentioned Video of Commercials Video cases + case study discussion	Learn the strategies to manage brands over time – How to reinforce and revitalize brands over time.	Keller, Chapter 13 Douglas B. Holt, What Is an Iconic Brand? 4827BC-PDF-ENG, Harvard Business Press, Sep 15, 2004 Chapters https://hbsp.harvard.edu/product/4827BC-PDF-ENG?itemFindingMethod=Other Case Study: Goutam Challagalla, Ajay K. Kohli, Sandeep Puri, Siddhant Puri, Arup Lekh- Chennai Super Kings: Rebuilding a Tainted Brand, IMD952-PDF-ENG, IMD, Mar 8, 2018 Rebranding and Positioning Strategy of Airtel, Hero MotoCorp;
14-15	Designing Marketing Programs to Build Brand Equity New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.	Online teaching / video lecture;	Learn to design and implement brand strategies to uplift the equity of a brand Assessment of Audio Reading and Case Study in Teams.	Keller, Chapter 5 Audio Reading https://prime.economictimes.indiatimes.com/news/74349478/consumer/back-in-the-green-apples-india-strategy-has-borne-fruit-can-2020-be-the-iphone-makers-best-year Case Study: Abid Hussain Barlaskar, With Panchamrit, Amul breaks into the 'devotion' category, July 2020 https://www.afaqs.com/news/mktg/with-panchamrit-amul-breaks-into-the-devotion-category
16-17	Integrating Marketing Communication to Build Brand Equity Information Processing Model of Communication, Overview of Marketing Communication Options, Developing Integrated Marketing Communication	Mix of classroom teaching, Case Discussions and Video of Commercials	Familiarize with the strategies to build strong brands and integrate with marketing communications strategies for the same.	Keller, Chapter 6,7 Seshan Ramaswami, S.N. Venkat, CW Chan, "Marico Bangladesh: Meeting the Value-Added Hair Oil (VAHO) Challenge." Product #: SMU553-PDF-ENG,



	Programs			https://hbsp.harvard.edu/uct/SMU553-PDF-ENG?activeTab=include-materials&itemFindingMethod=#educator-copy https://hbr.org/2016/03/branding-in-the-age-of-social-media
18-19	Developing a Brand Equity Measurement and Management System The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System	Online teaching / video lecture; referring to the readings mentioned	Learn the techniques and strategies for measuring brand by delving deeper into the concept of brand equity	Keller, Chapter 8 Chandradeep Mitra, Dropping 'the' word – Fair or Unfair? An analysis of HUL's move, June 2020. https://www.afaqs.com/news/guest-article/dropping-the-word-fair-or-unfair-an-analysis-of-huls-move
20-21	Designing and Implementing Branding Strategies Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy	Classroom teaching with reference to the readings	Familiarize to build strong brands and formulate branding strategies	Keller, Chapter https://hbr.org/2016/03/why-companies-are-advertising-their-master-brand
22-23	Managing Brands over Geographical Boundaries and Market Segments Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization vs. Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity	Classroom teaching with reference to the readings. Video talks	Learn to manage brands across geographical boundaries and segments	Keller, Chapter 11,12 Case Study: (HBR) Jie Li, Xin Shane Wang, China Eastern's World-Class Dream: Shanghai-Based Globalization, W19681-PDF-ENG, Ivey Publishing, Dec 9, 201
24-25	New Products and Brand Extensions Brand extensions, Co-Branding and Brand Architecture, Global Brands, Super brands, Private Labels and Generics, Celebrity Endorsed Brand, Understanding How Consumers Evaluate Brand Extensions	Mix of classroom teaching, case discussions	Learn to familiarize with the strategies to build new products and brand extensions and integrate with marketing communications strategies.	Keller, Chapter 12 Case: Ananya Pathak, How BookMyShow is repositioning its product to ride out the storm..., July 2020 https://www.afaqs.com/news/mktg/how-bookmyshow-is-repositioning-its-product-to-ride-out-the-storm
25-26	Contemporary Issues in Branding The Power Of Cult Branding, E-Brand Management, Services Branding, Sensory Branding, Emotional Branding, Brand Volatility, Creative Destruction	Mix of classroom teaching and video sessions	Learn to execute contemporary branding strategy	Keller Chapter 14, 15 Emotional Branding: The New Paradigm for Connecting Brands to People Marc Gobe, Author, Sergio Zyman, Foreword by Allworth Press



of Brands		ISBN 978-1-58115-672-0 http://cultmarketing.com/the-rise-of-cult-branding/
30 Presentations	Brand Audit- (Brands will be assigned to the students)	

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Keller, Parmeswaran, Jacob, Strategic Brand Management (Building Measuring and Managing Brand Equity), 4th edition, Pearson, 2015.
2	Marc Gobe Emotional Branding: The New Paradigm for Connecting Brands to People, Allworth Press New York, 2010
3	Putting Customers at the Heart of Your Brand to Create Passionate Fans: What Microsoft Learned About Customer Engagement in the Sports Industry.” HBR, Dec 2017 https://hbr.org/sponsored/2017/12/turn-customers-into-raving-fans-what-microsoft-digital-has-learned-from-inspiring-sports-fans-to-become-engaged-customers
4	Customer-Based Brand Equity for Global Brands: A Multinational Approach, Journal of Euro-marketing, 18:115–132,2009 Copyright Taylor & Francis Group, LLCISSN: 1049-6483 print / 1528-6967 online DOI: 10.1080/104964809030222 https://www.researchgate.net/publication/228676317
5	“A better way to map brand strategy.” HBR June 2015. https://hbr.org/2015/06/a-better-way-to-map-brand-strategy

Course Plan

Program	PGDM
Course Code and Title	Performance Management System
Course Credit	4
Academic Year	2020-2021
Batch	PGIIR
Semester	III
Duration (Hrs)	40 hours
Name of the Faculty	Caral D'Cunha
HOD	Caral D'Cunha

1. Course Overview

The performance management course provides students with the knowledge and understanding of the role of performance management in supporting the strategic objectives of the organisation in different business environments; how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work organisations. The module examines the design of performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations. It will equip students with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team and organisational learning and accountability. Furthermore, it recognises the importance of communication skills in the performance review process and evaluates the need for employee involvement.

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
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CO1	Students will be able to understand role of performance management in supporting the strategic objectives of the organisation in different business environments and explain the Performance Management System process.
CO2	Student will be able to analyze and apply the concepts of performance management system
CO3	Students will be able to design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
CO4	Students will be equip with the necessary skills and a critical understanding of the performance review process and will demonstrate the communication skills required when managing achievement and underachievement.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2	H	H			M
CO3		H	H	M	M
CO4		H			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2-Foster Analytical and Critical Thinking abilities for data based decision making
 PO3-Ability to develop Value based Leadership ability
 PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Introduction to Performance Management System	3
2	Performance Management Process(Defining Performance, Determinants of Performance, Diagnosing The Causes of Poor Performance, Performance Dimensions, Approaches to Measuring Performance, Choosing a Performance Measurement Approach, Measuring Results and Behaviors, Gathering Performance Information, Implementing a Performance management system, Performance Review)	11

3	Performance Management and Employee Development and Legal issues	5
4	Performance Management Skills	4

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre-reading from the text book given: Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
1	Presentation based on Research Project: Every group of students will be assign a research project topic to study the PMS practices of the different companies and contemporary issues.	Group (4 Students each)	15	CO1 CO2, CO3
2	Assignment: Students has to submit the assignments on the case studies given in the text book/faculty after discussing the chapters.	Individual	20	CO1, CO2, CO4
3	News article discussions	Individual	5	CO1
4	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	60	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 90 minutes)

Ses sion No	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chap ters/Case etc	CO attended
1	Definition of Performance Management, The Performance Management Contribution, Dangers of Poorly Implemented PM Systems	Online Interactive lecture for the concepts, AV	Explain the concept of performance management. Distinguish performance management from performance	Chapter 1: performance management & Reward system in the context. (Aguinis Herman,	CO1

			<p>appraisal.</p> <p>Recognize the multiple negative consequences that can arise from the poor design and implementation of a performance management system. These negative consequences affect all the parties involved: employees, supervisors, and the organization as a whole.</p> <p>Describe the multiple purposes of a performance management system including strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes.</p> <p>Understand the dangers of a poorly implemented system.</p>	Performance Management, 3rd edition, Pearson Publication, 2014)	
2	Aims and Role of PM Systems, Characteristics of an Ideal PM System	Online Interactive lecture for the concepts	Describe and explain the key features of an ideal performance management system.	Chapter 1: performance management & Reward system in the context	CO1
3	Performance Management, Strategic Planning and	Online Interactive lecture for the concepts	<p>Describe the various specific purposes of a strategic plan.</p> <p>Explain why the usefulness of a performance management</p>	Chapter 3: Performance Management and Strategic Planning (Aguinis Herman,	CO1

			<p>system relies to a large degree on its relationship with the organization's and unit's strategic plans.</p> <p>Understand how to create an organization's strategic plan including an environmental analysis resulting in a mission statement, vision statement, goals, and strategies.</p>	Performance Management, 3rd edition, Pearson Publication, 2014)	
4	Performance Management Process	Online Interactive lecture for the concepts	<p>Understand that performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and recontracting.</p>	Chapter 2: Performance Management Process (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2, CO3
5	Performance Management Process	Online Interactive lecture for the concepts & Case study	<p>Understand that performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and</p>	Chapter 2: Performance Management Process	CO1, CO2, CO3

			performance renewal and recontracting.		
6	Defining Performance, Determinants of Performance, Diagnosing The Causes of Poor Performance	Online Interactive lecture for the concepts & Case study	<p>Define what is and is not performance.</p> <p>Understand the evaluative and multidimensional nature of performance.</p> <p>Identify the various factors that determine performance including declarative knowledge, procedural knowledge, and motivation.</p> <p>Design a performance management system that includes both task and contextual performance dimensions.</p>	Chapter 4: Defining Performance & Choosing a measurement approach (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2
7	Performance Dimensions, Approaches to Measuring Performance, Choosing a Performance Measurement Approach.	Online Interactive lecture for the concepts	Understand situations under which a trait, behavior, or results approach to measuring performance may be most appropriate.	Chapter 4: Defining Performance & Choosing a measurement approach	CO1, CO2
8	Measuring Results and Behaviors	Online Interactive lecture for the concepts	<p>Adopt a results approach to measuring performance including the development of accountabilities, objectives, and standards.</p> <p>Determine accountabilities and their relative importance.</p>	Chapter 5: Measuring Results and Behaviors (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2

9	Measuring Results and Behaviors	Online Interactive lecture for the concepts, Case study	<p>Adopt a behavior approach to measuring performance including the identification and assessment of competencies.</p> <p>Develop competencies that are defined clearly, provide a description of specific behavioral indicators that can be observed when someone demonstrates a competency effectively, provide a description of specific behaviors that are likely to occur when someone doesn't demonstrate a competency effectively, and include suggestions for developing them further.</p>	Chapter 5: Measuring Results and Behaviors	CO1, CO2
10	Gathering Performance Information: simple rank order, alternation rank order, paired comparisons, relative percentile, and forced distribution—being aware of the relative advantages and disadvantages of each.	Online Interactive lecture for the concepts	To understand comparative performance measurement systems such as simple rank order, alternation rank order, paired comparisons, relative percentile, and forced distribution—being aware of the relative advantages and disadvantages of each.	Chapter 6: Gathering Performance Information (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2, CO3
11	Gathering Performance Information: essays, behavior checklists, critical incidents, and graphic rating scales, and	Online Interactive lecture for the concepts & the	To understand absolute performance measurement systems such as essays, behavior	Chapter 6: Gathering Performance Information	CO1, CO2, CO3

	understand their advantages and disadvantages.	fundamental, Case study	checklists, critical incidents, and graphic rating scales, and understand their advantages and disadvantages.		
12	Basic components included in the appraisal form, Design of effective appraisal forms	Online Interactive lecture for the concepts	Understand why each of several basic components is included in the appraisal form. Design effective appraisal forms.	Chapter 6: Gathering Performance Information	CO1, CO2, CO3
13	Implementing a Performance management system	Online Interactive lecture for the concepts	Understand that there are crucial steps that must be taken before the performance management system is launched, including implementing a communication plan, establishing an appeals process, running training programs for raters, and pilot testing the system to fix any glitches.	Chapter 7: Implementing a Performance management system (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1
14	Biases in Performance Appraisal and reducing Performance Errors, Diagnosing Poor performance and improving motivation	Online Interactive lecture for the concepts, AVs, Case study	Understand that the implementation of training programs can address intentional and unintentional rating distortion.	Chapter 7: Implementing a Performance management system	CO1, CO4
15	Performance Management Review, Conditions for effective Performance Counseling. Process and Different phases of performance counseling	Online Interactive lecture for the concepts, Management AVs, Case study	Understand the various purposes served by performance review meetings and the various types of meetings that can be conducted. Understand the signs of employee defensiveness, implement	Chapter 9: Performance Management Skills (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO4

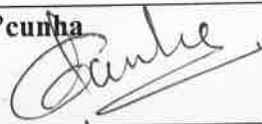

			suggestions to minimize employee defensiveness before a performance review meeting takes place, and deal with defensiveness during the performance review meeting.		
16	Performance Management Skills: coaching, giving feedback, and conducting performance review meetings.	Online Interactive lecture for the concepts, Role play	Understand that managers need several key skills to manage the performance of their employees effectively including skills regarding coaching, giving feedback, and conducting performance review meetings.	Chapter 9: Performance Management Skills (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO4
17	Employee Development Plan: Performance-Based Career Management & succession plans	Online Interactive lecture for the concepts	Describe the importance and benefits of including a developmental plan as part of the performance management system. Describe the various short-term and long-term objectives of a developmental plan.	Chapter 8: Performance management & Employee development (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1
18	Balanced and HR Scorecards	Guest session	To understand Balanced and HR Scorecards	Chapter 8: Performance management & Employee development	CO1, CO2
19	Appraisal systems in Public and Private Sector Organizations, Different sectors like manufacturing, IT, Entertainment etc.	Discussions	To understand the PMS of various organizations	Case studies	CO2

20	Reward System: Components of Reward System, The objective of Reward System, Linkage of performance management to reward and compensation System	Online Interactive lectures for the concepts	Understand the concept of a reward system and its relationship to a performance management system. Distinguish among the various types of employee rewards including compensation, benefits, and relational returns.	Chapter 10: Reward systems & Legal issues (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2
21	Contemporary Issues and practices in Performance Management	Online Interactive lecture	To discuss Contemporary Issues and practices in Performance Management	Recent newspaper articles and Magazine articles	CO1
22	Ethics in Performance Management: Ethical Performance Management Defined, Objectives and Significance of Ethics in Performance Management, Ethical issues and dilemmas in Performance Management	Online Interactive lecture	To understand the Ethical issues and dilemmas in Performance Management	Chapter 10: Reward systems & Legal issues	CO1, CO2, CO3
23	Legal issues in PMS	Online Interactive lecture and discussion	Identify the point at which a performance management system allows illegal discrimination. Know what type of evidence employees need to prove illegal discrimination and what type of evidence employers need for them to prove the lack of illegal	Chapter 10: Reward systems & Legal issues	CO3

			discrimination. Design a performance management system that is legally sound.		
24	Presentations on research projects topics assigned	Presentations	Understand and analyze the PMS process of companies	2 groups will be presenting	CO1 CO2, CO3
25	Presentations on research projects	Presentations	Understand and analyze the PMS process of companies	2 groups will be presenting	CO1 CO2, CO3
26	Presentations on research projects	Presentations	Understand and analyze the PMS process of companies	1 groups will be presenting	CO1 CO2, CO3

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Aguinis Herman, Performance Management, 3 rd edition, Pearson Publication, 2014
2	Kohli A. S, Deb T., Performance Management, New Delhi: Oxford University Press. 2008
3	Bhattacharyya Dipak Kumar, Performance Management Systems, and Strategies, New Delhi: Dorling Kindersley (India) Pvt. Ltd. Licensees of Pearson Education in South Asia. 2011.
4	Magazines: Human Capital, Harvard Business Review, People matters

Prepared by:	Prof. Caral D'cunha 14/07/2020
Approved by: HOD-	 



Course Plan

Program	PGDM
Course Code and Title	Strategic Management (PGC 302)
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	4
Duration (Hrs)	40
Name of the Faculty	Prof. Anand Dhutraj
HOD	Dr. Vaishali Kulkarni

1. Course Objective

Introduce the concepts and frameworks of strategic management to enable students to independently understand business problems strategically, formulate and execute strategies effectively. Simulate business situations, strategy formulation and implementation through cases and class interaction.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand and evaluate the processes of strategic management
CO2	Comprehend the role of strategy in the organizational context and how it relates to all business areas
CO3	Analyze strategy related issues, formulate appropriate strategies
CO4	Develop programs to effectively execute strategy

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H			
CO2	M				
CO3			M	H	
CO4				H	H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2-Foster Analytical and Critical Thinking abilities for data based decision making
 PO3-Ability to develop Value based Leadership ability
 PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Business environment	1-3
2	Internal organization	4-6
3	Corporate level strategies	7-8
4	Business level strategies	9-11
5	Competitive strategies	12-14
6	Cooperative strategies	15-17
7	Strategy frameworks	18-20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Basic knowledge of functional level strategies- Marketing, Management, HR, Finance

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended COs to be assessed
1	Student presentations - I	Group	20	CO3
2	Student presentations - II	Group	20	CO4
3	Performance and Project Report on Simulation	Group	10	CO4
4	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on strategic management.	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/ Case etc) Strategic Management 9E: Hitt, Hoskisson, Ireland, Cengage	CO
1,2 12.07. 2021	Introduction, Business Environment- Industry, Competition, Customers, VUCA	Class Discussion with Case 1	Understand and evaluate the processes of strategic management	Ch 2 pp 3-34	CO1
3,4	Internal Organisation- Resources, capabilities, competencies	Class Discussion with Case 2	Comprehend the role of strategy in the organizational context and how it relates to all business areas	Ch 3, pp 35-70	CO2
5	Industry attractiveness (Porter's 5 Forces)	Class Discussion with Case 3	Analyze strategy related issues, formulate appropriate strategies	Class Notes	CO3
6	Corporate level strategies	Class Discussion with Case 4	Analyze strategy related issues, formulate appropriate strategies	Class Notes	CO3
7	Integration, Diversification	Class Discussion with Case 5	Analyze strategy related issues, formulate appropriate strategies	Ch 6, pp 156-185	CO3
8	Grand strategy	Class Discussion with	Develop programs to		CO4

		Case 6	effectively execute strategy		
9	Business level strategies (Porters Generic Model)	Class Discussion with Case 7	Analyze strategy related issues, formulate appropriate strategies	Ch 4, pp 98-127	CO3
10	Competitive Advantage, Sustainable Competitive Advantage (VRIO Model)	Class Discussion with Case 8	Analyze strategy related issues, formulate appropriate strategies		CO3
11	Value chain analysis	Class Discussion with Case 9	Analyze strategy related issues, formulate appropriate strategies		CO3
12	M&A	Class Discussion with Case 10	Analyze strategy related issues, formulate appropriate strategies	Ch 7, pp 186-215	CO3
13	Co-operative Strategies	Class Discussion with Case 11	Analyze strategy related issues, formulate appropriate strategies	Ch 9, pp 252-281	CO3
14	Internationalisation	Class Discussion with Case 12	Analyze strategy related issues, formulate appropriate strategies	Ch 8, pp 216-251	CO3
15	Competitive strategies, Ansoff Matrix, Growth strategies	Class Discussion with Case 13	Analyze strategy related issues, formulate appropriate strategies	Ch 5, pp 128-155, Class Notes	CO3
16	Resource Allocation (BCG Model)	Class Discussion with Case 14	Analyze strategy related issues, formulate appropriate strategies	Class Notes	CO3
17	Resource Allocation (GE Model)	Class Discussion with Case 15	Analyze strategy related issues, formulate appropriate strategies		CO3
18	Blue, Red, Purple Ocean Strategy	Class Discussion	Develop programs to effectively execute strategy		CO4

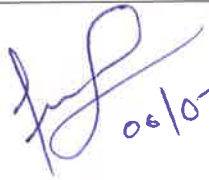
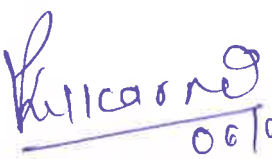
19	Strategy Execution, McKinsey 7S	Class Discussion with Case 16	Develop programs to effectively execute strategy	Ch 12, 13 pp 316-377	CO4
20	Course Summarization	Class Discussion	Overall understanding of course		C01, C02, C03, C04

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Strategic Management Simulation Game – MIT Sloan – Eclipsing the Competition: The Solar PV Industry Simulation
2	Case studies for 1 st presentation – Case numbers 1 to 8
3	Case studies for 2 nd presentation – Case numbers 9 to 16

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Strategic Management: Concepts & Cases -Fred R. David and Forest R. David, , 15th Ed., Pearson.
2	Strategic Management, Formulation, Implementation, and Control- John A. Pearce, Richard B. Robinson, Amita Mital, 12th Ed., McGraw Hill.
3	Strategic Management, Text and Cases - Jacob Thomas, First Impression, Pearson.
4	Blue Ocean Strategy - Renee Mauborgne, W. Chan Kim, Harvard Business review.

Prepared by: Faculty name and signature with date	 05/07/2021 Prof. Anand Dhutraaj
Approved by: HOD – Name and signature with date	 06/07/2021 Dr. Vaishali Kulkarni

Course Plan

Program	PGDM (Marketing)
Course Title	Strategic Marketing Management
Course Credit	04
Academic Year	2021-2022
Batch	2020-2022
Trimester	IV
Duration (Hrs)	40
Name of the Faculty	Prof Sourav Choudhury
HOD	Dr. Baisakhi Mitra

1. Course Overview:

'If you don't have a strategy, you will be permanently reactive and part of somebody else's strategy'-Alfred Toffler. The course is offered in marketing specialization to provide 'strategic perspective' to 'pull it together' and integrate what they have learnt in earlier courses.

The student would be able to apply the theoretical constructs such as STP, Product Mix Decision into designing Market Warfare strategies.

The class will include number of small individual activities, business cases and industrial practices in discussion. The course will also include use of video clips, research articles.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the theoretical frameworks in Marketing
CO2	Apply the theoretical frameworks of marketing
CO3	Use the theoretical framework to analyze the marketing situation
CO4	Develop the marketing strategy by using the fundamentals of marketing

Sourav Choudhury

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H			M	
CO3	H	H		H	
CO4			M	H	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

1. Course Module

Module No.	Topic	Sessions
1	Introduction to Strategic Marketing Management : Strategic Marketing Management - Objectives & concept of Strategic Marketing Management - Strategy Definition.	1-2
2	Corporate Strategy Decisions and Their Marketing Implications	3-4
3	Strategy Formulation: Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. 4Ps : Product, Price, Place and Promotion.	5-6
4	Strategic Marketing Analysis : SWOT Analysis, GAP Analysis - Competitive Analysis - Porter's 5 forces Model of competition, GE 9 Cell Model, Product Portfolio Analysis - BCG Matrix, Ansoff Matrix, McKinsey's 7s framework for analyzing and improving organizational effectiveness.	7-9
5	Marketing Strategy Implementation : Product Life Cycle, Product Mix Decision, Pricing Strategies, Distribution Strategies	10-14
6	Marketing Warfare strategies: Competitive Strategies, New product development and introduction strategies, Exit Strategies / Obsolescence, Contingency / Alternative strategic planning)	15-17
7	Marketing Strategy Evaluation : Marketing Audit Introduction & scope of marketing audit	18-20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	The students are expected to have sound understanding of core Marketing Management. The session will also include solving few cases along the course. The students will also be provided with video clips, PDF documents and research papers.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Class attendance Participation	Individual	10	CO1, CO2
2	Group Presentation of Case Study Solution	Individual	20	CO1,CO2,CO3,CO4
3	Quiz	Individual	20	CO1,CO2,CO3,CO4
3	End Semester Examination- The end semester exam will cover the entire course and assess the students on their understanding, ability to apply and analyze the marketing strategy.	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 90 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome Student will be able to	Resources (Books/Chapters/Case etc)
1	<ul style="list-style-type: none"> What is Strategy The components of strategy The hierarchy of strategies 	Class-room session & case study	<ul style="list-style-type: none"> Understand the strategy and its components 	Read Chapter 1 from books A. "Video: What is Strategy" – Michael Porter Case: Acquisition of Flipkart group by Walmart Inc.
2	<ul style="list-style-type: none"> Market-oriented Management Factors That Mediate a Firm's Market Orientation Integrating Marketing Strategy with the Firm's Other Strategies and Resources 	Class-room session & case study	<ul style="list-style-type: none"> Understand the types of strategy Analyze the difference between the types of strategies Understand various components of market orientation Understand Relationship between other strategies and marketing strategies 	Read Chapter 1 from books A. Case: Acquisition of Flipkart group by Walmart Inc.
3	<ul style="list-style-type: none"> Corporate Scope Defining the firm's vision Defining the Firm's Mission 	Class-room session & case study	<ul style="list-style-type: none"> Understand the difference between these terms 	Read Chapter 2 from books A. Case: DMart an ace in Indian retail space

Abhinav

			Write the vision statement of an organization	
4	<ul style="list-style-type: none"> Corporate Objectives 	Class-room session & case study	Analyze the different types of corporate objectives	Read Chapter 2 from books A. Case: DMart an ace in Indian retail space
5	<ul style="list-style-type: none"> Strategic Challenges Strategic Decisions at the Business-Unit Level How Do Businesses Compete How Do Competitive Strategies Differ From One Another 	Class-room session & case study Quiz	<ul style="list-style-type: none"> Understand Strategic challenges and decision making. Competitive strategies 	Read Chapter 3 from books A Case: Kingfisher Ultra Max Repositioning Hurdle
6	<ul style="list-style-type: none"> Deciding When a Strategy is Appropriate: The Fit between Business Strategies and the Environment How Different Business Strategies Influence Marketing Decisions What if the Best Marketing Program for a Product Does Not Fit the Business's Competitive Strategy 	Class-room session & case study	<ul style="list-style-type: none"> Understand Fit between business strategies and environment Strategies and marketing decision making 	Read Chapter 3 from books A Case: Kingfisher Ultra Max Repositioning Hurdle
7	<p>STP Framework</p> <ul style="list-style-type: none"> Segmentation in action Select a market segment Eight additional segment categories to pinpoint markets for greater accuracy <p>Selecting Market Targets</p> <ul style="list-style-type: none"> Determining market segment attractiveness Determining current and potential strengths Making market and segment choices Alternative targeting strategy 	Class-room session & case study	<ul style="list-style-type: none"> apply the framework to identify segments 	Read Chapter 6 from books B. Read Chapter 8 & 9 from books C. Read chapter - 18 from book D Case: Leadership Through Differentiation Hero Motors
8	<ul style="list-style-type: none"> SWOT Analysis 	Class-room session & case study	<ul style="list-style-type: none"> Understand SWOT analysis for marketing application 	Read Chapter 6 from books B. Case: Leadership Through Differentiation Hero Motors
9	<ul style="list-style-type: none"> Portfolio Models – BCG Matrix 	Class-room session & case study	<ul style="list-style-type: none"> Understand Portfolio Model 	Read Chapter 2 from books A. Read Chapter 6 from books B. Case: Leadership Through Differentiation Hero Motors
10	<ul style="list-style-type: none"> Competitive Analysis Porter's 5-forces Model of competition GE 9 Cell Model McKinsey's 7s framework Ansoff Matrix 	Class-room session & case study Quiz	<ul style="list-style-type: none"> Understand the Competitive Analysis & Porter's 5 Forces Understand the GE 9-Cell Matrix, McKinsey's 7S Framework, Ansoff Matrix 	Read Chapter 3 from books A. Read Chapter 5 from books C. Read Chapter 4 from book A Read Chapter 14 from book D Case: Panasonic Life

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				Solution
11	Product Life Cycle Decisions	Class-room session & case study	Understand the various options of strategies as per the stages of PLC	Read chapter 10 from book E Case: Panasonic Life Solution
12	Product Line Decision	Class-room session & case study	Understand the nuances of product line decisions	Read chapter – 11 from book C Read chapter – 12 from book E Case: Panasonic Life Solution
13	Pricing Strategies	Class-room session & case study	Understand the various option for pricing the product	Read chapter – 11 from book A Read chapter – 9 from book B Case: Panasonic Life Solution
14	Distribution Strategies	Class-room session & case study	Understand the various option for distributing the product	Read chapter – 12 from book A Case: Panasonic Life Solution
15	Formulating Marketing Strategies • Marketing Strategies for New Market Entries	Class-room session & case study Quiz	Understand and formulate the strategy for new market	Read chapter – 8 from book A Case: Reckit Benkizer CSR Program
16	Formulating Marketing Strategies • Strategies for Growth Markets	Class-room session & case study	Understand and develop the strategy for Growth Markets	Read chapter – 9 from book A Case: Reckit Benkizer CSR Program
17	Formulating Marketing Strategies • Strategies for Mature and Declining Markets	Class-room session & case study	Understand and design the strategy for Mature and Declining Markets	Read chapter – 10 from book A Case: Reckit Benkizer CSR Program
18	Implementation and Control • Organizing and Planning for Effective Implementation	Class-room session & case study	Understand the measure to implement a strategy	Read chapter – 12 from book A Case: Safari Industries Limited
19	• Measuring and Delivering Marketing Performance	Class-room session & case study	Understand the measures to audit the performance of marketing strategy	Read chapter – 13 from book A Case: Safari Industries Limited
20	• Monitoring and Controlling Firms's performance	Class-room session & case study Quiz	Apply the measures to control the performance of marketing strategy	Read chapter – 18 from book A Case: Safari Industries Limited



8. Student Prep Activities (Total :15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Video: What is Strategy” – Michael Porter
2	Case: Acquisition of Flipkart group by Walmart Inc.
3	Case: DMart an ace in Indian retail space
4	Case: Kingfisher Ultra Max Repositioning Hurdle
5	Case: Leadership Through Differentiation Hero Motors
6	Case: Panasonic Life Solution
7	Case: Reckit Benkizer CSR Program
8	Case: Safari Industries Limited

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
A	Orville C. Walker, Jr., John W. Mullins: Marketing Strategy A Decision Focused Approach (8 th Ed) McGrawHill Publishing
B	Norton Paley, The Marketing Strategy Desktop Guide (2 nd Ed) Thorogood Publishing
C	Graham Hooley , Nigel F. Piercy, Brigitte Nicoulaud , John M. Rudd; Marketing Strategy & Competitive Positioning (6 th Ed) Pearson Education
D	Alexander Chernev; Strategic Marketing Management (8 th Ed) Cerebellum Press
E	Noel Capon, Siddharth Shekhar Singh; Managing Markeing An Applied Approach (1 st Ed) Wiley India

Prepared by: (Faculty name and signature with date)	SOURAV CHAUDHARY Sourav Chaudhary 1/7/2021
Approved by: HOD – Name and signature with date	Baisanki Mishra Mishra 1/7/2021

Course Plan

Program	PGDM (Marketing)
Course Code and Title	Supply Chain Mangement
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	IV
Duration (Hrs)	40
Name of the Faculty	Prof. Rupesh Siyodia
HOD	Dr. Baisakhi Mitra

1. Course Objective

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, control and management of supply chain as an integrated system. This course enables the participants to learn the challenges involved in designing a supply chain and making it efficient and competitive.

It also aims at sensitizing participants with how effective and efficient supply chains can facilitate in achievement of cost saving and market benefits based on the philosophy of extended enterprise.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand individual functional components of the supply chain (such as purchasing, manufacturing, warehousing, transportation, channel management, after sales service, and customer service strategy) and their interrelationships with other functions of the organization such as marketing, sales, manufacturing, and accounting.
CO2	Apply the sourcing strategy, purchasing process, supplier relationships, inventory management practices to resolve business problems
CO3	Demonstrate the problem-solving skills necessary to develop solutions for logistics problems.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1				H	H
CO2	M	H	L	M	M
CO3	H	H		H	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction Nature, Evaluation, Concepts of Supply Chain Management and its Contribution to Organizational Performance	2
2	Supply Chain Drivers and Metrics Designing the Supply Chain Network; Demand Forecasting in a Supply Chain	3
3	Aggregate Planning in Supply Chain Planning for Demand and Supply: Managing Predictable Variability	3
4	Inventory management Cycle Inventory, Safety Inventory. Transit Stock management	3
5	Risk Management and Co-ordination in a Supply chain Recent advances in Supply Chain Management – Sustainable Supply Chains (Closed Loop, Green), Humanitarian Supply Chains	3
6	Logistics Management Distribution, Warehousing and Transportation Management	3
7	Emerging Trends and technologies in SCM Industry 4.0, IoT, AI, Blockchain	3

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	The students are expected to have the basic knowledge of operations management concepts.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Mid-term Evaluation- Class Test would be conducted covering basics of Supply Chain Management	Individual	15	CO1, CO2
2	Class participation - revision of previous lecture	Team of 4 students	5	CO1, CO2
3	Project with viva voce on SCM in different sector/Industry. E-commerce aggregator, Online Grocery, Organized and Unorganized Retail, Healthcare and Pharma, 3PL, Indian Postal Service, Food Tech / Cloud Kitchen, Automobile sector, Services organization e.g. Bank.	Team of 4 students	25	CO1,CO2,CO3
4	Case Study Discussion	Individual	5	CO1,CO2,CO3
5	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on Supply Chain Management	Individual	50	CO1,CO2,CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	Expected Learning outcome
1	Introduction Nature, Evaluation, Concepts of Supply Chain Management and its Contribution to Organizational Performance	Class Discussion	Student will be able to understand the concept of SCM.	Chapter 1- Video Project Shakti	CO1
2	SCM's Contribution to Organizational Performance	Class Discussion	Student will be able to understand the applicability of SCM in organizational performance.	Chapter 2- E-Chaupal case, Video / Caselet	CO1
3	SCM's Contribution to Organizational	Class Discussion with Case 1	Student will be able to understand the applicability of SCM in	Caselet 1 Discussion	CO1, CO2

	Performance- The Demise of Blockbuster		organizational performance.		
4	Supply Chain Drivers and Metrics	Class Discussion with Pre read	Student will be able to Identify the impellers of supply chain developments and understand the philosophy of supply chain management	Revision-Pre read	CO1, CO2
5	Supply Chain Drivers and Metrics- Caselet: 7-Eleven Japan Co.	Class Discussion with Case 2	Student will be able to Identify the impellers of supply chain developments and understand the philosophy of supply chain management	Caselet Discussion 2	CO1, CO2
6	Designing the Supply Chain Network; Demand Forecasting in a Supply Chain	Class Discussion with Pre read	Student will be able to understand Factors to be considered when designing a distribution network.	Revision-Pre read	CO1, CO2
7	Case-Blue Nile and Diamond Retailing	Class Discussion with case 3	Student will be able to understand Factors to be considered when designing a distribution network.	Revision-Caselet Discussion 2	CO1,CO2, CO3
8	Aggregate Planning in Supply Chain; Planning for Demand and Supply	Class Discussion-Pre-read,	Student will be able to describe the aggregate planning and its importance as a supply chain activity.	Revision-Pre read	CO1, CO2
9	Aggregate Planning in Supply Chain; Case	Class Discussion-Case 4 Kloss planters and Harveters	Student will be able to describe the aggregate planning and its importance as a supply chain activity.	Case 3 Kloss planters and Harveters	CO3
10	Managing Economies of Scale in a supply chain inventory cycle	Class Discussion with Preread	Student will be able to understand the importance of Economies of scales in SCM.	Revision-Pre read	CO1,CO2
11	Case 4 – Inventory management –Indian Generic Pharmaceutical companies	case 4 – Inventory management	Student will be able to understand the importance of	Revision-Caselet 4 Discussion	CO1,CO2, CO3

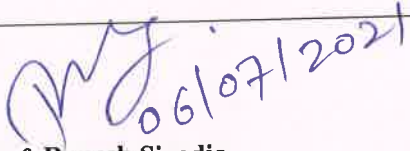
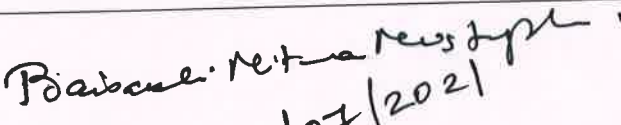
		-Indian Generic Pharmaceutical companies	Economies of scales in SCM.		
12	Mid Term Class Test				
13	Managing Uncertainty In Supply Chain Safety Inventory- Bullwhip effect	Class Discussion with Preread	Student will be able to understand the phenomenon of Bullwhip effect	Revision-Pre read	CO1,CO2
14	Postponement Strategy	Case-5 Should Packing be postponed to DC	Student will be able to understand the application of the postponement strategy	Revision-Caselet 5 Discussion	CO1,CO2, CO3
15	Transportation in Supply Chain	Class Discussion with Preread	Student will learn about different modes of transport in SCM	Revision-Pre read	CO1, CO2
16	Vehicle routing and JIT	Class Discussion-Caselet 6- Milkrun for Milk	Student will learn the vehicle routing process.	Revision-Caselet 6 Discussion	CO1,CO2
17	Sales and Operations Planning in SCM	Class Discussion with Preread	Student will learn about the challenges during promotional activities	Revision-Pre read	CO1, CO2
18	Promotion Challenges at Gulmarg Skis	Class Discussion-Caselet 7	Student will learn about the challenges during promotional activities	Revision-Caselet 7 Discussion	CO1,CO2, CO3
19	Emerging Trends and technologies in SCM Industry 4.0, IoT, AI, Blockchain	Class Discussion with Pre-read	Student will learn about the emerging trends and technologies in SCM	Revision-Pre read	CO1, CO2
20	Emerging Trends and technologies in SCM Industry 4.0, IoT, AI, Blockchain	Class Discussion with Example	Student will come up with the cases about the emerging trends and technologies in SCM	Caselets and e.g. by students.	CO1,CO2, CO3

8. Student Prep Activities (Total: 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc.)
Videos	
1	Video- ITC E-Chaupal./ Caselet
2	Project Shakti
Caselets	
1	Caselet:- The Demise of Blockbuster
2	Caselet: 7-Eleven Japan Co.
3	Caselet Blue Nile and Diamond Retailing
4	Caselet – Inventory management –Indian Generic Pharmaceutical companies
5	Caselet - Should Packing be postponed to DC
6	Caselet - Milk run for Milk
7	Caselet - Promotion Challenges at Gulmarg Skis
Project Report	
1	Project with viva voce on SCM in different sector/Industry. E-commerce aggregator, Online Grocery, Organized and Unorganized Retail, Healthcare and Pharma, 3PL, Indian Postal Service, Food Tech / Cloud Kitchen, Automobile sector, Services organization e.g. Bank.
Revision of Previous lecture	

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Supply Chain Management: Strategy, Planning and Operation - Sunil Chopra, Peter Meindl and D. V. Kalra, Pearson Education
2	Supply Chain Management Taxes and Cases – Janat Shah

Prepared by: (Faculty name and signature with date)	 06/07/2021 Prof. Rupesh Siyodia
Approved by: (HOD – name and signature with date)	 06/07/2021 Dr. Baisakhi Mitra

Course Plan

Program	PGDM
Course Code and Title	Integrated Marketing Communication
Course Credit	4
Academic Year	2021-2022
Batch	2020-2022
Trimester	IV
Duration (Hrs)	40
Name of the Faculty	Jayanta Sengupta
HOD	Dr Baisakhi Mitra

1. Course Objectives (*refer Syllabus*)

This course will introduce students to the full range of marketing communication channels available to a marketing practitioner together with the concepts, theories, strategies, methods and tools with a view to enabling them to plan, create, implement and judge good marketing communications as well as to be familiar with all types of marketing communications in their role as advertisers and users. The course shall also give the participants a perspective of media and its strategic use in designing good IMC campaigns for any company.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concepts and tools available for a marketing communications program.
CO2	Interpret the function abilities of the various channels of communication, and the advantages and limitations of each communication channel.
CO3	Understand and appreciate the media options available and how to make best use of each.
CO4	To construct IMC creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	Nil	M	Nil
CO2	M	H	Nil	M	Nil
CO3	H	H	Nil	Nil	Nil
CO4	H	H	M	M	M

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1 - Apply knowledge of management theories and practices to solve business problems

PO2 - Foster Analytical and Critical Thinking abilities for data-based decision making

PO3 - Ability to develop Value based Leadership ability

PO4 - Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5 - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	<ul style="list-style-type: none"> ● IMC – concepts, and need for IMC ● Structure of the IMC industry ● Contexts of IMC – marketing, brand; image and loyalty 	2
2	<ul style="list-style-type: none"> ● IMC and the customer <ul style="list-style-type: none"> ○ Customer decision making models (EBM) ○ Moments of Truth – Google & McKinsey research modifying traditional models of customer decision making models ○ Role of MR in providing customer insight & understanding, before the communication initiative is started ○ Learnings from digital marketing – customer lifetime value, customer persona & journey map 	4
3	<ul style="list-style-type: none"> ● How does communication work – Shannon-Weaver model ● How do customers process information: <ul style="list-style-type: none"> ○ Learning and forming perceptions ○ Factors of influence – source, message, channel 	2
4	<ul style="list-style-type: none"> ● Setting up IMC objectives <ul style="list-style-type: none"> ○ Use of models like ELM, DAGMAR, AIDA(S), FCB planning model 	2
5	<ul style="list-style-type: none"> ● Channels of communication – channels (e.g. advertising, sales promotions, PR, Direct Marketing/CRM, events, etc.) <ul style="list-style-type: none"> ○ Brief characteristics ○ What can they achieve ○ Assigning roles and providing objectives for such channels ● Communication media, e.g. print, TV, OOH, etc. & their 	3

	characteristics	
6	<ul style="list-style-type: none"> • Brief introductions to media consumption habits – NCCS (SEC), IRS, and TRPs as key measures for mass media consumption • Brief introductions to measures used in digital marketing 	2
7	<ul style="list-style-type: none"> • Communication brief – basic WWW structure • Why is a brief necessary • Evaluating a brief 	1
8	<ul style="list-style-type: none"> • Developing creative ideas & evaluating these <ul style="list-style-type: none"> ○ Creative strategy ○ Creative idea ○ Evaluation framework ○ Copy testing – pre & post 	2
9	<ul style="list-style-type: none"> • Budgeting and evaluating an IMC campaign – brief introduction • Regulation in the communication industry 	2

5. Pre-requisites /co-requisites (if any) from students

Sr. No	Details
1	Completion of Marketing Management, Digital Marketing & Consumer Behavior courses.
2	Good communication skills.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Case study presentation	Group	20	CO1, CO3
2	Assignment and presentation	Group	30	CO1, CO2
3	Trimester end Examination (covering the entire course)	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning Outcome	Activity/Resources (Books/Chapters/Case, etc.)
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1	<ul style="list-style-type: none"> • IMC – concepts, and need for IMC • Structure of the IMC industry 	Lecture, case & class discussion	Understand the need for & evolution of IMC, and the industry with which they will work in their professional lives.	Kulkarni – Chapter 1
2	<ul style="list-style-type: none"> • Contexts of IMC – marketing, brand; image and loyalty 	Lecture & class discussion	Understand the context in which IMC strategies & practices work.	Recap of learnings from earlier Trimesters.
3	<p>IMC and the customer</p> <ul style="list-style-type: none"> • Customer decision making models (EBM) 	Lecture & class discussion	Understand how IMC needs to leverage and influence customer behavior	<p>Article: “The Consumer Decision-Making Process” - Engel, Blackwell & Miniard (EBM)</p> <p>Kulkarni – Chapter 2</p> <p>Recap of learnings from Consumer Behavior course in earlier Trimester.</p>
4	<p>IMC and the customer</p> <ul style="list-style-type: none"> • Moments of Truth – Google & McKinsey research modifying traditional models of customer decision making models 	Lecture & class discussion	New insights on customer behavior in the digital age	Research articles from Google & McKinsey.
5	<p>IMC and the customer</p> <ul style="list-style-type: none"> • Role of MR in providing customer insight & understanding, before the communication initiative is started 	Lecture & class discussion	MR tools to provide customer insights	
6	<p>IMC and the customer</p> <ul style="list-style-type: none"> • Learnings from digital marketing – customer lifetime value, customer persona & journey map 	Lecture & class discussion	Understand basics of CLTV, customer persona & journey maps, and how they are used in IMC campaigns	<p>Articles from “Customer Analytics for Dummies” – Jeff Sauro (Wiley)</p> <ul style="list-style-type: none"> • Customer Personas • Customer Life Time Value • Customer Journey Map
7	<p>How does communication work</p> <ul style="list-style-type: none"> • Shannon-Weaver model 	Lecture & class discussion	Understand the basics of communication, and the starting point of communication planning	

8	<p>How do customers process information:</p> <ul style="list-style-type: none"> • Learning and forming perceptions • Factors of influence – source, message, channel 	Lecture, ads & class discussion	Learn the basics of perceptions, learning and influencing factors	Article: “The Consumer Decision-Making Process” - Engel, Blackwell & Miniard (EBM)
9	<p>Setting up IMC objectives</p> <ul style="list-style-type: none"> • Use of models like ELM, DAGMAR, AIDA(S) 	Lecture & class discussion	Learn how to use some of the most basic models of how marketing communication works	Articles: “The ELM Model of Persuasion”, & “Theories & Models in Advertising”.
10	<ul style="list-style-type: none"> • FCB planning model 	Lecture & class discussion	Learn how to use some of the most basic models of how marketing communication works	Articles “FCB model of Advertising Strategy.”
11	<p>Channels of communication – channels (e.g. advertising, sales promotions, PR, Direct Marketing/CRM, events, etc.)</p> <ul style="list-style-type: none"> • Brief characteristics 	Lecture, ads & class discussion	Learn about the most important and commonly used communication channels and how they can be used.	Kulkarni – Chapters 3, 4, 5 & 6
12	<p>Channels of communication – channels (e.g. advertising, sales promotions, PR, Direct Marketing/CRM, events, etc.)</p> <ul style="list-style-type: none"> • What can they achieve • Assigning roles and providing objectives for such channels 	Lecture, ads & class discussion	Learn about the most important and commonly used communication channels and how they can be used.	Kulkarni – Chapters 3, 4, 5 & 6
13	Communication media, e.g. print, TV, OOH, etc. & their characteristics	Lecture, ads & class discussion	Learn about specific characteristics of each channel	
14	Brief introductions to media consumption habits – NCCS (SEC), & IRS, and TRPs as key measures for mass media consumption	Lecture, videos & class discussion	Learn about media consumption habits	Articles: “NCCS is the New SEC-Sept 15”, & “MRUC - IRS Q1 2019”
15	Brief introductions to TRPs & measures used in digital marketing	Lecture, videos & class	Learn about media consumption habits	Visit BARC India site, & discuss video Recap of learnings in

		discussion		Digital Marketing course in Trimester III.
16	<ul style="list-style-type: none"> • Communication brief – basic WWW structure • Why is a brief necessary • Evaluating a brief 	Lecture, ads & class discussion	Learn about the necessity of a brief and how a brief helps create great IMC campaigns	Article: “Preparing the Perfect Communication Brief.”
17	Developing creative ideas & evaluating these <ul style="list-style-type: none"> • Creative strategy • Creative idea • Evaluation framework 	Lecture, ads & class discussion	Learn about the process of creating and evaluating ideas	Kulkarni – Chapter 9
18	Copy testing – pre- & post	Lecture, ads & class discussion	Learn about how MR can reduce risks in IMC through testing	
19	Budgeting and evaluating an IMC campaign – brief introduction	Lecture & class discussion	Learn about the basics of creating a budget and evaluating a campaign	
20	Regulation in communication industry	Lecture, videos & class discussion	Learn about how the industry goes about regulating professional and ethical practices	ASCI website Articles: “ASCI Code Book,” & “ASCI Ready Reckoner on Road Safety.”

8. Student Prep Activities (Total: 15 hours)

(subject to change without notice)

Activity	Details (Assignment, Case, Project, Field Work, Research Work, Etc.)
1	Case: Red Bull marketing communication.
2	Case: Subaru – sustainable communication.
3	Case: the rebranding of Mastek.
4	Case: How Pepperfry occupied the Indian market.
5	Student presentations and discussions with faculty.
6	Assignment: IMC strategy suggested adoption of small electrical vehicles in India.
7	Assignment: recommended IMC strategy for individuals to adopt good e-waste practices.
8	Assignment: recommended IMC strategy for families to adopt Bajaj Qute or similar quadri-cycle.
9	Assignment: IKEA has launched a new plan to turn rice straw, a by-product of the rice

	industry, into renewable, raw materials for products under the “Better Air Now” initiative. Recommend IMC strategy for widespread public participation and support.
10	Student presentations and discussions with faculty.

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Replacement text book: Integrated Marketing Communication – Prof M V Kulkarni (Everest Publishing House)
2	Chapter from book: “The Consumer Decision-Making Process” - Engel, Blackwell & Miniard (EBM) – Cengage
3	Article: Zero Moment of Truth - Google
4	Article: The consumer decision journey - McKinsey
5	Articles on following subjects, from “Customer Analytics for Dummies” – Jeff Sauro (Wiley) <ul style="list-style-type: none"> • Customer Personas • Customer Life Time Value • Customer Journey Map
6	Articles: “The ELM Model of Persuasion”, “Theories & Models in Advertising”, & “FCB model of Advertising Strategy.”
7	Articles: “NCCS is the New SEC-Sept 15”, & “MRUC - IRS Q1 2019”
8	Article: “Preparing the Perfect Communication Brief.”
9	<ul style="list-style-type: none"> • ASCI Code Book • ASCI Ready Reckoner on Road Safety

Prepared by: (Faculty name and signature with date)	Jayanta Sengupta, Adjunct Professor – Marketing <i>Jayanta Sengupta</i> Aug 04/2021
Approved by: HOD – Name and signature with date	<i>Banani Mishra</i> Aug 04/2021

Course Plan

Program	PGDM (Marketing)
Course Code and Title	Marketing Research (PGM 306)
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	4
Duration (Hrs)	40
Name of the Faculty	Dr. Mangesh Kasbekar
HOD - Incharge	Dr. Baisakhi Mitra

1. Course Objective

Marketing Research is one of the most important tool for decision making in Marketing, be it a product launch or product pricing or competitor analysis or testing the effectiveness of an advertisement. This course largely covers the application of Marketing Research in consumer research.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to:
CO 1	Understand the fundamentals of Marketing Research
CO 2	Understand the various tools & techniques used in Marketing Research
CO 3	Apply the Marketing research tools & techniques for better decision making

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M		M	
CO2	H	M			
CO3	H	H			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Research Concept Highlights Highlights of Research concepts quintessential for Marketing research	1-3
2	Importance & Significance of Marketing Research To familiarize students with the importance of Marketing Research, role marketing research plays in taking strategic marketing decisions	4-5
3	Consumer Targeting & Segmentation for MR Understanding & approaching the appropriate Target Audience for conducting effective marketing research	6
4	Issues and Concerns during Field Survey- Data Collection	7
5	Product & Brand Management Research Application of marketing research in Product Management- New Product Development, Brand Management & Measurements- Brand Awareness, Brand Loyalty, Brand Extension. Familiarize with Brand Concept Mapping as a tool to evaluate Brand Image Association, U& A study for Product Categories	9-13
6	Advertising & Sales Promotion Research Application of Marketing Research in Advertising: Types of tests – pre-birth & post birth of advertisements. Involves Concept Testing & Campaign Tracking, Sales Promotional Campaign	14-17
7	Test Marketing Application of Marketing Research in Test Marketing –Types of Test Marketing	18
8	Project Presentation	19-20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Students should have basic knowledge of Business Research Methods

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Mid-term Evaluation- Class Test would be conducted covering the fundamentals of Marketing Research	Individual	20	CO1, CO2, CO3
2	Presentation with viva voce on the field project (survey) conducted by students	Team of 6 students	30	CO1,CO2,CO3
3	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on the application of Marketing Research	Individual	50	CO1,CO2,CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No. & Date	Topics/Unit	Pedagogy	Expected Learning Outcome	Activity/Resources (Books/Chapters/ Case etc.	CO Attended
Unit 1: Highlights of Business Research Methods					
1 12/07/21	Discussion of the Course Plan A quick check on the essential concepts of Business Research Methods Sharing of the Marketing Research topics – Group wise	Class Discussion	Reinforcement of essential concepts of Business Research Methods for Marketing Research	Class Quiz & Discussion	CO1

2	Brief Recap & highlights of Research concepts quintessential for Marketing research (inc. Research Process- Research Problem, ROs, Research Design- Quali Vs Quanti Approaches)	Class Discussion	Reinforcement of essential concepts of Business Research Methods for Marketing Research	The Marketing Research Process-An overview, Chapter 2, Marketing Research- Dr. R. Nargundkar	CO1
3	Brief Recap & highlights of Research concepts quintessential for Marketing research (Sampling Design, Data Collection Methods)	Class Discussion	Reinforcement of essential concepts of Business Research Methods for Marketing Research	Research Methods for Business – Uma Sekaran, Roger Bougie Chapter 7-9, 13	CO1
Unit 2: Fundamentals & Scope of MR					
4	Scope of Marketing Research Understanding the Client & Research Agency relationship	Class Discussion	Understand the function of a typical Market Research agency & the role played by the various departments	Case discussion on Product Manager approaching a Market Research agency wrt their drop in sales. Activity 1: Take a MR agency of your choice and study their function & business model	CO1, CO3
5	Market Research types - Syndicated Vs Customized Research. Understanding Syndicated reports and the way they are presented	Class Discussion	Understand the difference and the application between Syndicated Vs Customized Research. Familiarizing with the Syndicated Research reports	Activity 2: Pick up a Syndicated research report for a particular product category/industry and present the same	CO1, CO2, CO3

Unit 3: Consumer Targeting & Segmentation for MR					
6	Identifying the appropriate T.G. for Field Survey in MR	Case Study & Class Discussion	Should be able to identify the apt TG for field survey & market research at large	Caselet on Cadbury Modaks – Defining the TG for Test Marketing	CO3
Unit 4: Issues and Concerns during Field Survey- Data Collection					
7	Issues and Concerns during Field Survey- Data Collection	Class Discussion	Should know the issues and concerns during a field survey and how to overcome them	Marketing Research by Dr. Rajendra Nargundkar Chapter 6	CO3
8	Mid-Term Test				CO1, CO2, CO3
Unit 5: Product & Brand Management Research					
9	Application of Marketing Research in Product Management- New Product Development	Class Discussion	Understanding what kind of research goes in New Product Development (includes- Ideation- FGD)	Activity 3: Role play on FGD during ideation for NPD – product/category of your choice	CO2,CO3
10	Application of Marketing Research in Brand Management Measurement of Brand Awareness & Brand Loyalty	Case Discussion	Understanding how to measure Brand Awareness and Loyalty	Activity 4 : Designing Questionnaire (Item scales) for Brand Awareness and Loyalty of LG Electronics and measuring them	CO2,CO3

11	Familiarizing with concept of Brand Concept Mapping as a tool to evaluate Brand Image Association	Case Discussion	Understanding how to design Brand Concept Maps	Case: Designing BCMs for Panasonic as a Corporate Brand	CO2,CO3
12	Designing Brand Concept Maps for Corporate/Product brands	Class Discussion	Designing Brand Concept Maps for Corporate/Product brands	Activity 5 : Designing a BCM for a product/brand of your choice.	CO2,CO3
13	Usage & Attitude study of a Product/Category	Class Discussion	How to conduct Usage & Attitude study for the product of your choice	Case: Designing a U&A for RedBull Activity 6: Conducting Usage & Attitude study for the product of your choice	CO2,CO3
Unit 6: Advertising & Sales Promotion Research					
14	Application of marketing research in Advertising: Pre-birth Concept Testing of Ads	Case Discussion	How to evaluate the success of advertisement at the concept stage?	Case discussion on Sampoorna's Chakki Fresh Atta Ad Copy	CO2,CO3
15	Application of marketing research in Advertising: Post-birth Testing of Ads: 1. Day after Recall 2. Multiple Checks 3. OAT 4. Folder Test	Case Discussion	How to conduct and evaluate the success of post-birth testing of Ads?	Activity 7: Students exposed to a series of Advertisements and evaluation conducted on various parameters	CO2,CO3


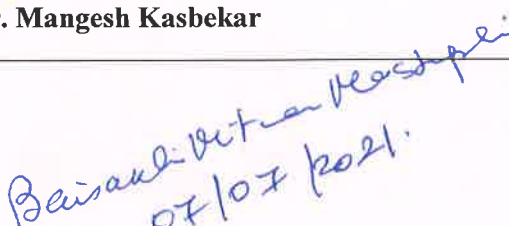
16	Application of marketing research in Advertising: Post-birth Testing of Ads: Force Exposure Test – Stage 1,2 & 3	Case Discussion	How to conduct and evaluate the success of Force Exposure Tests?	Case Analysis on FET stage 1,2 & 3 done for Brand Alpenliebe among kids	CO2,CO3
17	Application of marketing research in Sales Promotion	Case Discussion	Understanding how to conduct sales promotion research	Case discussion on FMCG product's promotional research	CO2,CO3
Unit 7: Test Marketing					
18	Application of Marketing Research in Test Marketing	Class Discussion	Understanding types of Test Marketing and the ways of conducting them	Marketing Research by Naresh Malhotra & Satyabhushan Dash – Page 243-245	CO1,CO2
19	Research Project Presentation Group 1-5	Presentation & Class Discussion	Should be able to implement what the student has learnt in Marketing research		CO1,CO2,CO3
20	Research Project Presentation Group 6-10	Presentation & Class Discussion	Should be able to implement what the student has learnt in Marketing research		CO1,CO2,CO3

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Activity 1: Take a MR agency of your choice and study their function & business model
2	Activity 2: Pick up a Syndicated research report for a particular product category/industry and present the same
3	Activity 3: Role play on FGD during ideation for NPD – product/category of your choice
4	Activity 4 : Designing Questionnaire (Item scales) for Brand Awareness and Loyalty of LG Electronics and measuring them
5	Activity 5 : Designing a BCM for a product/brand of your choice.
6	Activity 6: Conducting Usage & Attitude study for the product of your choice
7	Activity 7: Students exposed to a series of Advertisements and evaluation conducted on various parameters
8	Discussion on Research Projects

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Marketing Research: Text & Cases - Dr. Rajendra Nargundkar – McGrawHill Publication, 4 th Edition
2	Marketing Research - Naresh Malhotra & Satyabhushan Dash, Pearson 7 th Edition
4	Marketing Research - Aaker, Kumar, Day, Leone, 10 th Edition, Wiley Publication
5	Marketing Research - Brown, Suter, Adhikari, Cengage Learning Publication

Prepared by: Faculty name and signature with date	 Prof. Dr. Mangesh Kasbekar
Approved by: HOD– Incharge Name and signature with date	 Prof. Dr. Baisakhi Mitra

Course Plan

Program	PGDM (Finance)
Course Title	Strategic Financial Management
Course Credit	02
Academic Year	2021-22
Batch	2020-22
Trimester	IV
Duration (Hrs)	20
Name of the Faculty	Prof. Khushboo Vora
HOD	Dr. Tarun Agarwal

1.Course Objectives

This course aims to convey concepts, tools, framework and principles of strategic financial management that ensure efficient financial planning, forecasting, distribution and risk analysis. This course will enable students to understand the financial theories to increase the intrinsic value of the firm and solve practical problems. It will also develop the ability to analyse risk, financial environment and financial problems for decision making.

2.Course Outcomes (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the inter-relationship between financial planning, financial decision making (financing, investment, liquidity and dividend decisions) corporate restructuring and intrinsic value of a firm
CO2	Analyze and forecast various financial statements for strategic planning, risk management, investment appraisal and distribution decision-making.
CO3	Evaluate and account for risk, economic changes, policy & regulation changes, growth prospects etc in the financing, investment and profit distribution strategy.
CO4	Design financial strategies & models to achieve organizational goals, manage risk, improve performance and meet financing needs.



3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	h			
CO2	H	H			
CO3		H		H	M
CO4		H	M	H	M

H- Highly correlated, M- Moderately correlated, L- less correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Financial Planning and Forecasting: Overview of Financial Planning, Operating Plan and Financial Plan, Short-term and long term financial planning, Growth and external financing, Overview of Financial forecasting, Forecasted financial statement approach using percent of sales, Constructing a Financial Model, Internal Growth Rate (IGR), Sustainable Growth Rate (SGR), Additional Funds Required (AFN), Spontaneous Liabilities	6
2	Investment decisions under risk and uncertainty Cash Flow Projections and investment decisions, Risk Analysis in Capital budgeting: Stand-alone risk, corporate or with-in firm risk, market or beta risk, Measuring Stand-alone risk: sensitivity analysis, scenario analysis and simulation, Statistical Techniques for Risk Analysis: Probability, Variance or Standard Deviation and Coefficient of Variation Conventional Techniques of Risk Analysis: Payback, Risk-adjusted discount rate, Certainty equivalent	5
3	Distribution to Shareholders: Dividend & Share Repurchase Overview & Procedure of Cash Distribution, Cash Distribution and firm Value, Dividend V/s Capital Gain: the dividend irrelevance theory, bird-in-hand theory and the tax effect theory, Dividend Policy and related issues: information content, or signaling, hypothesis; clientele effect, Setting the Target Distribution Level: The Residual Dividend Model, Impact of distribution, dividend and stock repurchase, intrinsic value, DRIP: Dividend Reinvestment Plan	3
4	Corporate restructuring Expansion, mergers and acquisitions, business alliances, divestitures, leveraged buyouts, spin-offs, carve-outs, ownership restructuring, bankruptcy.	1
	Total	15



5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Conceptual clarity of Financial Statements, Time Value of Money, Financial Management, Macro Economics and Ratio Analysis topics taught in semester I and II.
2	Basic Knowledge of Ms Excel
3	Awareness regarding current affairs w.r.t finance and economics in the country and around the world

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual /Group	Marks	Intended CO to be assessed
1	Live Project Report on Financial Planning & Forecasting: Develop the Financial Plan for the selected company by Forecasting sales, Profit & Loss, Balance Sheet and Cash Flow statements and Estimation of External Funds Required. Illustrate ways to improve the financial plan to boost profit and increase efficiency. Also submit a detailed analysis on the same.	Group of 4 students	10	CO1, CO2, CO4
2	Presentation on the above given Project: (using Ms Excel and not Powerpoint)	Group of 4 students	05	CO1, CO2, CO4
3	Case Study Based Viva: Questions will be asked related to Investment decisions under risk and uncertainty. The evaluation criteria will be concept clarity and applicability.	Individual	10	CO1, CO3, CO4
4	End Trimester Examination- Covers the entire course and assess the students understanding on financial planning, investment and distribution decisions.	Individual	25	CO1, CO2, CO3, CO4
	Total		50	

7. Session Plan (Each session of 75 minutes) Total: 15 hours

Session No	Topics/Units	Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chapters/ Case etc	Co to be attended
1	<p>Financial Planning and Forecasting: Overview of Strategy, Plans, Policies, Operating Plan and Financial Plan, Short-term and long term financial planning.</p> <p>Discussion on Course Plan</p>	Case study Discussion "Micro Drive"	Discuss the importance of strategic planning and the central role that financial forecasting plays in the overall planning process.	Chap 17: Brigham & Houston 15e Activity 1 (to be done before Lec 1) Activity 4 (apply all the concepts learnt during the lec today)	CO1
2	<p>Financial Planning and Forecasting: Forecasting Profit and Loss and Balance Sheet statements using percent of sales method, Forecasting Cash Flow Statement</p>	"Micro Drive" Case study Discussion using Ms Excel	Explain how spreadsheets are used in the forecasting process, starting with historical statements, ending with projected statements, and including a set of financial ratios based on those projected statements.	Chap 17: Brigham & Houston 15e Activity 2 (to be completed before Lec 2) Activity 4 (apply all the concepts learnt during the lec today)	CO1, CO2
3	<p>Financial Planning and Forecasting: External Financing Requirement Statement, External Funds Required (EFR) equation method, Self supporting growth rate, Spontaneous Liabilities.</p>	"Micro Drive" Case study Discussion using Ms Excel	Use the EFR and discuss the relationship between asset growth and the need for funds.	Chap 17: Brigham & Houston 15e Activity 3 (to be completed before next session) Activity 4 (apply all the concepts learnt during the lec today, Submit before lec 5 & Prepare for presentation)	CO1, CO3
4	<p>Financial Planning and Forecasting: Forecasting cash budget for short term financial plan</p>	"Elite Renovations" Case study Discussion using Ms Excel	Explain how firms forecast sales, cash receipts and cash payments.	Chap 17: Brigham & Houston 15e Activity 5 (to be completed before Lec 4)	CO1, CO4
5	Investment decisions	Class	Distinguish	Chap 12:	CO1,

Session No	Topics/Units	Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chapters/ Case etc	Co to be attended
	<p>under risk and uncertainty Conventional Techniques of Risk Analysis: Payback, Risk-adjusted discount rate, Certainty equivalent.</p> <p>Statistical Techniques for Risk Analysis: Probability, Variance or Standard Deviation and Coefficient of Variation</p>	Discussion	between decision making under certainty (NPV, IRR, PI, Payback Period etc.) vs Decision Making involving Risk & Uncertainty	Brigham & Houston 15e	C03
6	<p>Investment decisions under risk and uncertainty Modern Techniques of Risk Analysis: sensitivity analysis, scenario analysis</p>	"Ajeet Corporation" Case study Discussion using Ms Excel	Assess the impact of change in variable(s) on the investment decision and profitability.	Chap 12: Brigham & Houston 15e Activity 6 (to be completed before Lec 6)	C01, C04
7	<p>Investment decisions under risk and uncertainty Modern Techniques of Risk Analysis: Decision tree</p>	Case study on Ms Excel	Assess the impact of decisions taken at various stages on the Value.	Chap 12: Brigham & Houston 15e Activity 7 (to be done after Lec 7)	C01, C04
8	Internal Assessment: Case-study based Viva Voce	Viva Voce on Case-Study	Differentiate between capital budgeting decision techniques and Risk Analysis Techniques	Activity 8	C01, C03, C04
9	<p>Distribution to Shareholders: Dividend & Share Repurchase, Overview & Procedure of Cash Distribution, Cash Distribution and firm Value, the dividend irrelevance theory, bird-in-hand theory and the tax effect theory, Dividend Policy and related issues: information content, or signalling, hypothesis; clientele effect.</p>	Class Discussion & Case study using Ms Excel	<p>Explain why some investors like the firm to pay more dividends while other investors prefer reinvestment and the resulting capital gains.</p> <p>List the advantages and disadvantages of stock repurchases vis-à-vis dividends from both investors' and companies' perspectives.</p>	Chap 15: Brigham & Houston 15e	C01, C02
10	<p>Distribution to Shareholders: Setting the Target Distribution Level: The</p>	Class Discussion & Case study using Ms	Discuss the various trade-offs that companies face when trying to	Chap 15: Brigham & Houston 15e	C03, C04

Session No	Topics/Units	Pedagogy	Expected Learning outcome	Activity/Resources (Books/ Chapters/ Case etc	Co to be attended
	Residual Dividend Model, Impact of distribution, dividend, stock repurchase and intrinsic value,	Excel	establish their optimal dividend policy.	Activity 9 (to be done before Lec 10)	


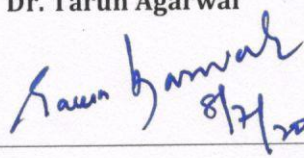
8. Student Prep Activities (Total: 5 hours)

Activity	Details (Reading Material, Assignment, Case, Project etc)
1	Case Study on "Micro Drive" – Review of Sales & Estimation of Ratios for 5 years
2	Case study on "Micro Drive" - Develop the Ms Excel model to Forecast Profit & Loss, Balance Sheet and Cash Flow statements Please click on the below video links to understand how to link all cells to develop a model on MS Excel https://www.youtube.com/watch?v=jdXLUI47sxE https://www.youtube.com/watch?v=-DEwVb1EiaU https://www.youtube.com/watch?v=So0b6A61frM
3	Case studies on "ZEIBER" – Developing a Status quo financial plan and the improved financial plan using scenario manager feature of Ms. Excel. Case studies on "HATFILED"– Developing a Status quo financial plan and the improved financial plan for practice.
4	Internal Assessment-Live Project: Develop the Financial Plan for the selected company by Forecasting sales, Profit & Loss, Balance Sheet and Cash Flow statements and Estimation of External Funds Required. Illustrate ways to improve the financial plan to boost profit and increase efficiency. Present and submit a detailed analysis on the same in Ms Excel.
5	Caselet on "Elite Renovations" - Preparation of Cash Budget to be done before the class and financing decision to be taken will be discussed during the session
6	Caselet on 'Ajeet Corporation' - To calculate NPV for all the scenarios and situations mentioned (a & b) before the session. Decisions under risk and uncertainty will be discussed during the session
7	Caselet on "Water Purity Limited" – Decision Tree
8	Internal Assessment-Case-Study Based Viva: '(GPC) Guyton Products Company' - Estimate cash flows. Calculate NPV, IRR & PI for cashflows with certainty. Conduct Risk analysis through sensitivity analysis, scenario analysis, coefficient of variation, risk adjusted discount rate etc. Take investment decision under risk and uncertainty. Viva will be conducted for the same.
9	2 mini Caselets - intrinsic per share stock price after the repurchase / cash dividend distribution

10	<p>Self-Reading: Corporate restructuring- Chapter 32-Financial Management-Khan and Jain-8e</p> <p>Expansion, mergers and acquisitions, business alliances, divestitures, leveraged buyouts, spin-offs, careve-outs, ownership restructuring, bankruptcy. Post merger/acquisition effect on EPS and MPS, Financial Evaluation of M&A using Capital Budgeting technique</p>
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9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Brigham & Ehrhardt, (2016), "Financial Management: Theory and Practice", 12 th Edition, Cengage Learning, New Delhi.
2	Brigham & Houston, (2015), "Fundamental of Financial Management", 13 th Edition, Cengage Learning, New Delhi.
3	Khan and Jain, (2018), "Financial Management", 8th Edition, Mc Graw Hill, New Delhi
4	Pandey I.M, (2018), "Financial Management", 11th Edition, Vikas Publication, New Delhi.
5	Bloomberg, Capitaline, Company Annual Report (financial data)

<p>Prepared by: Faculty name and signature with date</p>	<p>Prof. Khushboo Vora</p> 
<p>Approved by: HOD - Name and signature with date</p>	<p>Dr. Tarun Agarwal</p>  8/7/2021

Course Plan

Program	PGDM (Finance)
Course Code and Title	Corporate Valuation (PGF 302)
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	4
Duration (Hrs)	40
Name of the Faculty	Dr. Jyoti Nair
HOD	Dr. Tarun Agarwal

1. Course Objective

This course is designed to enable the students understand the concept of valuation and various approaches to corporate valuation. It will also enable the students to understand and apply various methods and techniques of valuing a company.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concept of value and different approaches to corporate valuation
CO2	Critically analyse financial statements of company leading to business performance evaluation
CO3	Use information to forecast and model financial statements
CO4	Use different valuation methods and determine value of business and equity

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2		H		M	
CO3	H	H		H	
CO4			M	H	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Overview of concept of Corporate Valuation: Defining Corporate Value, corporate valuation approaches, information needed for valuation, Guidelines to corporate valuation limitations to corporate valuation, Important financial management concepts affecting value	1-4
2	Discounted Cash flow approach to Valuation : Free Cash Flow and Dividend Discount model determining free cash flow, estimating cost of capital, forecasting performance, continuing value, Free Cash flow to Firm Free Cash flow to Equity model, Two stage and Three stage DCF models	5-11
3	Relative Valuation method: Valuation using Equity and Enterprise Multiples, Transaction method of Valuation, Critical evaluation of relative valuation approach	12-13
4	Other methods of valuation: Economic Profit Method, Adjusted present value methods, Maintainable Profits method , Non – DCF method like Book Value method, stock and debt method	14-15
5	Valuation in special cases and challenges to corporate valuation:	16-19

	Valuation of intangibles, valuation of real estate companies, valuation of e-commerce companies, valuation of private companies. Challenges to corporate valuation	
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5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	The students are expected to be able to read and interpret financial statements and be through with. Financial management concepts.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Mid-term Evaluation- Class Test would be conducted covering basics of valuation concepts and calculation of FCFE/FCFE	Individual	20	CO1, CO2, CO3
2	Project with viva voce on Company Valuation-Each team will select two companies, analyse the financials and prepare a forecast. Students will use DCF, RV and EP methods to value the selected company and submit a detailed report on the same	Team of 4 students	30	CO1,CO2,CO3,CO4
3	End Trimester Examination- The end trimester exam will cover the entire course and assess the students understanding on financial analysis and valuation	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO attended
1 12/07/21	Overview of concept of Corporate Valuation- Defining Corporate Value, corporate valuation approaches, information needed for	Class Discussion	Student will be able to understand the concept of value and its application in Corporate Valuation	Damodaran on Valuation Chapter 1	CO1

	valuation. Discussion of Course Plan				
2 13/7/21	Important financial management concepts affecting value – Time Value of money and cost of capital	Class Discussion	Student will be able to understand the applicability of financial management concepts in Valuation		CO1
3 19/7/21	Understanding financial; statements and its interpretation	Class Discussion with Case	Student will be able to read and interpret financial statements for its applicability in valuation	Activity 1	CO2
4 20/7/21	Understanding financial; statements and mechanics of forecasting	Class Discussion with case	Student will be able to understand and apply basic rules of forecasting	Activity 2 Case: Cool Décor Ltd.	CO2
5 26/7/21	Approaches to Valuation	Class Discussion	Student will be able to get an overview of different approaches to valuation	Investment Valuations – Tools and Techniques – Aswath Damodaran – Chapter 2	CO1
6 27/6/21	DCF approach to Valuation - concept of FCFF / FCFE and its computation	Class Discussion	Student will be able to understand DCF method and determine FCFF and FCFE	Damodaran on Valuation Chapter 5	CO1
7 2/8/21	DCF approach to Valuation – Estimating Inputs to Valuation - Discount rates, growth rates, Revenues and Costs	Case Study	Student will be able to estimate inputs for valuation	Activity 3 Damodaran on Valuation Chapter 5	CO1, CO3
8 3/8/21	DCF approach to Valuation Estimating Cash flows – forecasted period	Case study	Student will be able to forecast Free Cash flows	Activity 4 and 5 Damodaran on	CO1,CO2, CO3

	and terminal			Valuation Chapter 5	
9 9/8/21	DCF approach to Valuation Applying DCF model for valuation of selected company.	Case study	Student will be able to apply DCF model to calculate value.	Activity 6 Damodaran on Valuation Chapter 2,3	CO3, CO4
10 10/8/21	Two Stage/ Three Stage Growth Model	Class Discussion	Student will be able to understand Two Stage/ Three Stage Growth Model	Damodaran on Valuation Chapter 5,6	CO4
11 16/8/21	Dividend Discount Model - Constant growth / zero growth/ Two Stage/ Three Stage/ H Model	Class Discussion with Examples	Student will be able to understand and apply DDM of valuation	Damodaran on Valuation Chapter 5	CO4
12 17/8/21	Relative Valuation Approach Equity and Enterprise Multiples	Class Discussion	Student will be able to understand calculation of multiples	Damodaran on Valuation Chapter 7	CO1,CO2, CO4
13 23/8/21	Relative Valuation Approach -	Case study	Student will be able to understand and apply Relative Valuation method	Activity 7 and 8 Damodaran on Valuation Chapter 9	CO1, CO4
14 24/8/21	EP model, Book value approach/ Stock and Debt Approach/ Earnings capitalisation approach	Class Discussion with Example	Student will be able to understand and use other theoretical methods of valuation	Corporate Valuation-Prasannachandra Chapter 6	CO4
15 30/8/21	EP model, Book value approach/ Stock and Debt Approach/	Class Discussion with	Student will be able to understand and use other theoretical methods of	Corporate Valuation-Prasannachandra	CO4

	Earnings capitalisation approach	Examples	valuation	Chapter 7	
16 31/8/21	Special cases in Valuation - Valuation of intangibles Valuation of Real Estate firms, Valuation of e-commerce firms, private firms	Class Discussion with Examples	Student will be able to understand valuation methods for real estate firms start ups	Damodaran on Valuation Chapter 12	CO1,CO4
17 6/9/21	Special cases in Valuation - Valuation of intangibles Valuation of Real Estate firms, Valuation of e-commerce firms, private firms	Class Discussion with Examples	Student will be able to understand challenges in valuation in cases of negative earnings, distressed companies	Damodaran on Valuation Chapter 17 Solved Examples	CO1,CO4
18 7/9/21	Valuation of Financial company	Guest session by industry expert/alumni	Student will be able to understand the technique of valuation of financial companies		CO1, CO2, CO3,CO4
19 13/9/21	Investment Banking Perspective to Business Valuation	Guest session by industry expert/alumni	Student will be able to understand industry perspective to corporate valuation		CO1,CO2, CO3,CO4
20 14/9/21	Summarization of the course	Class Discussion	Student will be able to acquire an overview of different valuation approaches, inputs for valuation and challenges in valuation		


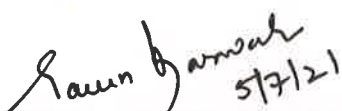
8. Student Prep Activities (Total: 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Coca Cola's financial Statements with questions on Balance sheet and Income Statement. (Ref: Investment Valuations – Tools and Techniques – Aswath Damodaran – Chapter3)
2	Caselet: Cool Décor Ltd – Analysing historical data, forecasting financials

3	Case BHEL Ltd – Forecasting financials and FCFF
4	Case Bharat Hotel Co- Forecasting financials and FCFF
5	Case: Sasken Communication FCFF and Valuation
6	Case: Dabur India Ltd- Analysing historical data, preparing inputs for Valuation, forecasting Cash flows
7	Mini Case: Sundaram Paints – Relative Valuation
8	Case: Dabur India Ltd – Identifying peer companies, calculating industry average multiples

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Damodaran on Valuation- Wiley, 2e
2	Corporate Valuation and Value creation- Prasannachandra – McGrawHill
4	Financial Management – Khan and Jain, McGrawHill, 7e
5	Bloomberg, Capitaline , Company Annual Report (financial data)
6	Solved Problems – Learning Resource from TataMcGrawHill

Prepared by: (Faculty name and signature with date)	 5/4/21
Approved by: HOD – Name and signature with date	 5/7/21

Course Plan

Program	PGDM (Finance)
Course Code and Title	Security Analysis and Portfolio Management
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	IV
Duration (Hrs)	40 hours
Name of the Faculty	CA. Jai Kotecha
HOD	Dr. Tarun Agarwal

1. Course Objectives

Portfolio Management Theory dates back to 1952, when Harry Markowitz published an article called the "Portfolio Selection" in the Journal of Finance. The course will cover in depth the optimization techniques and the properties of the optimum set of portfolio with an objective to learn both mathematically and in simple terms, how diversification leads to reduction of risk and in certain circumstances enhancement of returns. The objective of the course is to equip the students to pursue careers within the investment community and financial markets, including professional money management careers (i.e with Mutual Funds, Hedge Funds, Wealth Management, Companies, etc.), Investment banking careers, (i.e. in Mergers & Acquisitions, Merchant Banking), Institutional Sales and Trading careers.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the characteristics of various investment alternatives in terms of risk and return and implications of modern research in the field of investments.
CO2	Use the investment evaluation techniques to solve the asset allocation problems.
CO3	Apply the portfolio investment techniques and risk evaluation concepts to analyse and value investment alternatives.

CO4	Create an intellectual framework of decision making for wealth maximisation in the contemporary globalized world as managers or entrepreneurs.
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3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2		H			
CO3		H	H	M ✓	
CO4		H	M	H	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2-Foster Analytical and Critical Thinking abilities for data based decision making
 PO3-Ability to develop Value based Leadership ability
 PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
I	Investment Background and Overview of Portfolio Management: Defining risk and return concepts, Estimating risk and returns for various investment options, Fundamental drivers of risks and returns, Importance of portfolio perspective & Investment clients, Steps in PMS and pooled investments, Risk aversion & Utility curves	1-4
II	Introduction to Portfolio Management Theory : Markowitz Portfolio Theory, Calculation of Risk and Return of a two asset and three asset portfolio, Efficient frontier, investor utility and Minimum Variance Portfolio	5-9
III	Introduction to Asset Pricing Models: Capital Market Theory including a risk free asset and various risky securities, Market Portfolio :Theory vs Practice, Systematic risk and Unsystematic risk, Interpretation & calculation of Beta, The security market line, Complete understanding and implications of Capital Asset Pricing Model, Arbitrage Pricing Theory, Multifactor models and Risk Estimation	10-14

IV	Market Equilibrium and Application of Portfolio Management: Efficient Capital Markets, Alternative Capital market hypothesis, Marginal Approach to Asset Allocation, Optimum allocation, Active Management Strategies, Evaluation of Mutual Fund Performance, Alternative Investment Funds	15-18
V	Portfolio Planning and Construction and Relevance of Portfolio Theory in Global Markets: Investment policy and its components, Risk and Return Objectives, Strategic Asset Allocation, Discussion on research papers on Portfolio management and mutual funds	19-20

5. Pre-requisites /co requisites (if any) from students

Sr. No	Details
1	The students are expected to read and interpret news on financial markets.
2	The students are expected to know the basic financial instruments.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
1	Mid-term Evaluation - Class test would be conducted covering basic understanding of risk & return for various investment options, Asset pricing models, Systematic risk and Unsystematic risk	Individual	20	CO1, CO2
2	Individual Project Assignments – Students will analyse the security through the information available on Bloomberg and then take trades on virtual stock trading platform. When they get enough confidence and experience - move to real trading.	Individual	20	CO1, CO2, CO3, CO4

3	Group Presentation - Assignments on Live stock market data to apply the portfolio management concepts. Evaluation would be based on the in-depth analysis done and presentation skills.	Group	10	CO1, CO2, CO3
4	End Term Examination	Individual	50	CO1, CO2, CO3 & CO4
	Total Marks		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	CO Attended
1	Introduction (Group Intimation, Project Allocation, Individual Project Submission and Presentation Date)	Course Facilitator	Expectation Setting	Class Room Session - Online Text Book: Reilly / Brown, Key codes in Bloomberg for Portfolio management, Introduction of free websites like Stockedge, Valueresearchonline, Money control	CO1
2	Introduction to Financial Markets and Investments Defining risk and return concepts, estimating risk and returns for various investment options	Class Discussion Spreadsheet Exercise	Know the basic risk and return concepts	Chapter 1 & 4 of Reilly / Brown	CO1
3	Introduction to Financial Markets and Investments Estimating risk and returns for various investment options, Fundamental drivers of risks	Class Discussion Spreadsheet Exercise	Know the basic risk and return concepts	Chapter 1 & 4 of Reilly / Brown Activity 1	CO1

	and returns				
4	Overview of Portfolio Management Importance of portfolio perspective & Investment clients	Class Discussion Spreadsheet Exercise	Know the importance of portfolio perspective & Investment clients	Chapter 2 & 7 of Reilly / Brown	CO2, CO3
5	Overview of Portfolio Management Steps in PMS and pooled investments, Risk aversion & Utility curves	Class Discussion Spreadsheet Exercise	Steps in PMS and pooled investments, Know the risk aversion characteristic of the investors & their utility curves	Chapter 2 & 7 of Reilly / Brown Activity 4	CO2, CO3
6	Introduction to Portfolio Management Markowitz Portfolio Theory - Risk and Return of a two asset and three asset portfolios.	Class Discussion with real data analysis Spreadsheet Exercise	Application of risk and returns concepts to value various investment options in the financial markets which will help them to make informed decisions and reduce risk.	Chapter 7 of Reilly / Brown Activity 5	CO3
7	Introduction to Portfolio Management Markowitz Portfolio Theory - Risk and Return of a two asset and three asset portfolios.	Class Discussion with real data analysis Spreadsheet Exercise	Application of risk and returns concepts to value various investment options in the financial markets which will help them to make informed decisions and reduce	Chapter 7 of Reilly / Brown	CO3

			risk.		
8	Introduction to Portfolio Management Efficient frontier, investor utility and Minimum Variance Portfolio	Class Discussion with real data analysis Spreadsheet Exercise	Application of risk and returns concepts to value various investment options in the financial markets which will help them to make informed decisions and reduce risk.	Chapter 7 of Reilly / Brown	C03
9	Introduction to Portfolio Management Efficient frontier, investor utility and Minimum Variance Portfolio	Class Discussion with real data analysis Spreadsheet Exercise	Application of risk and returns concepts to value various investment options in the financial markets which will help them to make informed decisions and reduce risk.	Chapter 7 of Reilly / Brown	C03
10	Capital Market Theory A risk-free asset and many risky securities. Market Portfolio: Theory vs Practice, Systematic risk and Unsystematic risk	Class Discussion with real data analysis Spreadsheet Exercise	Application of risk and returns concepts to value various investment options in the financial markets which will help them to make informed decisions and reduce risk.	Chapter 8 of Reilly / Brown	C01, C03
11	Capital Market Theory Interpretation &	Class Discussion with real data	To know the significance of Beta not only in	Chapter 8 of Reilly / Brown	C01, C03

	calculation of Beta	analysis Spreadsheet Exercise	Security but also while creating portfolio and how to ascertain and construe		
12	Capital Asset Pricing Model The security market line Assumptions and derivation of CAPM	Class Discussion with real data analysis Spreadsheet Exercise	Apply the model to create an investment portfolio as per the risk appetite of the investor.	Chapter 8 of Reilly / Brown	C02, C03
13	Capital Asset Pricing Model Limitations and extensions of CAPM	Class Discussion with real data analysis Spreadsheet Exercise	Apply the model to create an investment portfolio as per the risk appetite of the investor.	Chapter 8 of Reilly / Brown	C02, C03
14	Multifactor models of Risk and Return Arbitrage Pricing Theory. Multifactor models and Risk Estimation	Class Discussion	Know the risk factors other than the market risk	Chapter 9 of Reilly / Brown	C01, C03
15	Market Equilibrium Efficient Capital Markets, Alternative Capital market hypothesis	Class Discussion	Know the concept of efficient Capital Markets and alternative capital market hypothesis	Chapter 6 of Reilly / Brown	C01
16	Portfolio Optimization Techniques - Marginal Approach to Asset Allocation	Class Discussion Spreadsheet Exercise	Know the concept of Optimum allocation of funds in various available investment options	Activity 2 & Activity 3	C03
17	Portfolio	Class	Know the	Activity 2	C03

	Optimization Techniques – Optimum allocation	Discussion Spreadsheet Exercise	concept of Optimum allocation of funds in various available investment options		
18	Application of Portfolio Management Active Management Strategies, Evaluation of Mutual Fund Performance, Alternative Investment Funds	Class Discussion Spreadsheet Exercise	Evaluate the performance of mutual funds to make informed decisions for investments	Chapter 25 of Reilly / Brown	CO3, CO4
19	Portfolio Planning and Construction Investment policy and its components, Risk and Return Objectives, Strategic Asset Allocation	Class Discussion	Know the investment policy and its components	Chapter 2 of Reilly / Brown	CO3, CO4
20	Relevance of Portfolio Theory in global markets Discussion on research articles on the relevant topic	Class Discussion	Explain the limitation and applications of CAPM using historical data of global economy	Articles from numerous sources	CO3, CO4

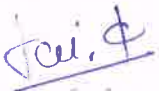
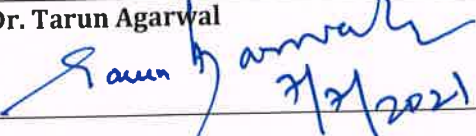
8. Student Prep Activities (Total: 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Website of NSE, BSE, Moneycontrol to know about the financials of companies

2	4 Caselets: Investment decisions of a client
3	Website of Stockedge to know about the fund movement of FII/DII and upcoming IPOs
4	Website of Value research online to know about the Mutual Fund
5	Key Bloomberg codes for hands on experience

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Investment Analysis & Portfolio Management: Frank. K. Reilly & Keith C Brown
2	Investment Analysis and Portfolio Management: Prasanna Chandra
3	Security Analysis and Portfolio Management: Kevin S.
4	Security Analysis and Portfolio Management: Punithavathy Pandian
5	<p>Additional Readings and Databases:</p> <p>a. Economic Times or Mint newspaper online annual subscription</p> <p>b. Stockedge or Moneycontrol app or Bloomberg for information about equity and valueresearchonline.com or Grow app for detailed information about mutual fund</p> <p>c. Refer to website: www.vanguard.com</p> <p>This site has a series of Lectures by John Boogle (Ex. CEO of Vanguard Mutual Fund) on advantages of Indexing. Students are advised to go through these lectures, as this would bring to them a lot of clarity on both the theoretical & pragmatic aspects of Investment Science.</p> <p>d. Bloomberg exercises would be a part of most of the sessions</p> <p>e. NSE and BSE</p>

Prepared by:	CA. Jai Kotecha
Faculty name and signature with date	 07-07-2021
Approved by:	Dr. Tarun Agarwal
HOD - Name and signature with date	 31/7/2021

PGDM
Course Plan

Program	PGDM
Course Title	DERIVATIVES AND RISK MANAGEMENT
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	IV
Duration (hrs)	40
Name of the Faculty	Dr. Nccraj Gupta

1. Course Overview

This course aims to familiarize the students with the derivatives markets. It will enable them to comprehend the difference between Forwards, Futures and Options and its application in hedging, speculation and arbitrage. The course will give them an in-depth understanding about option properties, volatilities, pricing and the synthetic markets. They will understand the complexities behind the binomial and black-scholes option pricing model. The students will be able to understand the rationale behind various option strategies under different market conditions and volatilities.

Course Outcomes (CO) (refer attached guidelines)

Sr. No	At the end of the course students will be able to :
CO1	Describe basic features of derivatives instruments including Forwards, Futures and Options.
CO2	Have an in-depth understanding about the Option Markets.
CO3	Understand the application of greeks in Option Strategies.
CO4	Price options using Binomial Model and Black-Scholes Model.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M			
CO2	H				
CO3	H	M		M	
CO4	H	H		M	L

H- Highly correlated, M- Moderately correlated, L- less correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data-based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Sr. No	Topic	No of sessions of 75 minutes each
1.	Introduction to Financial derivatives Derivative Markets, Derivative Instruments – Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators.	1
2.	Forwards Market Different asset classes for forwards contracts traded, Types of forward contracts, Valuation of a forward contract, Hedging using forward contract, Risks in Forward contracts	2
3.	Futures Market and Products Concept, Characteristics and definitions, Futures vs Forwards, Concept of Margins – Initial & Mark to Market, Valuation of Futures, Risk Management in Futures, Daily settlement and final settlement Prices.	4
4.	Options Market Concept, definitions, characteristics, Types of options Moneyness of options	2
5.	Valuation of Option prices Black and Scholes Model, Binomial option pricing model	6

6.	Option Strategies Strategies for expiry-Straddle ,Strangle, Bull Call Spread& Bear Put Spread, Covered Call and Protective Put	3
7	Swaps	2
Total		20

5. Prerequisites /co requisites (if any) from students

Sr. No	Details
1	Good understanding of Financial Markets.
2	Good Quantitative Aptitude.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	CO assessed
1	Class Presentations	Group	10	2,3,4
2	Quiz	Individual	20	2,3,4
3.	Project	Individual	20	2,3,4
4	Written Examination	Individual	50	1,2,3,4
	Total		100	

7. Session Plan (Each session of 75 minutes)

Sessions	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc
1	Introduction to Derivatives;	Online Lectures with PPT	What are derivatives and what are the main uses of derivatives?; What are forwards, futures, options, and swaps? ; What are risks and how do they affect businesses? ; What are commodity price risks, interest rate risks, and currency risks? ; Why is it important to manage risks? ; What is meant by hedging? ; What are the approaches to risk management	Sundaram Janakiramanan Chapter 1 CO1
2	The Derivatives Market in India	Online Lectures with PPT	Which of the exchanges in India trade in derivative products? ; What are the various types of orders used in derivatives exchanges? ; What is the trading	Sundaram Janakiramanan Chapter 2

			mechanism in derivatives exchanges? ; What is an OTC derivatives market? How are derivatives traded on it? ; What contracts are available in Indian exchanges	CO1
3	Interest rates	Online Lectures with PPT	What is interest rate? ; What is meant by future value and present value?; How are they calculated?; What is effective interest rate for different compounding periods?; What is meant by risk-free rate?; How is it estimated?; What is meant by forward rate? ; How are forward rates estimated?	Sundaram Janakiramanan Chapter 3 CO1
4	Forward Contracts	Online Lectures with PPT	What are forward contracts? ; How are forward contracts used? ; How are commodity forward contracts priced? ; What are currency forward contracts? ; What are the uses of currency forward contracts? ; How are currency forward contracts priced? ; What is a forward rate agreement? ; What are the uses of forward rate agreements?	Class Presentations Sundaram Janakiramanan Chapter 4 CO1
5	Futures Contracts;	Online Lectures with PPT.	What is a futures contract? ; What are the differences between a futures contract and a forward contract? ; What is the role of a clearing corporation in futures exchanges? ; What is meant by margin and marking-to-market in futures markets? ; How to understand futures quotes? ; How can one arbitrage between futures markets and spot markets? ; How are futures contracts traded?	Class Presentations Chapter 5 Sundaram Janakiramanan CO1
6	Hedging Strategies Using Futures	Online Lectures with PPT.	What is the major motive in hedging? ; How to hedge using futures? ; What are the risks in hedging? ; What is hedge ratio? ; How to calculate the number of futures contracts to be used for hedging?	Chapter 6 Sundaram Janakiramanan Activity 1: Case: Derivatives Losses for Metallgesellschaft AG CO1

7	Swaps	Online Lectures with PPT.	What are interest rate swaps, currency swaps, equity swaps, and commodity swaps? μ How are swaps priced? μ How can swaps be used to hedge risks?	Sundaram Janakiramana Chapter 10 Activity 2: LTCM and Interest Rate Swap CO1
8	Swaps	Online Lectures with PPT.	What are interest rate swaps, currency swaps, equity swaps, and commodity swaps? μ How are swaps priced? μ How can swaps be used to hedge risks?	Sundaram Janakiramana Chapter 10 CO1
9	Fundamentals of Options	Online Lectures with PPT.	What is an options contract? ; What are call options and put options? ; What is an option premium, exercise price, and exercise date? ; What are American and European options? μ What are the uses of options? ; How to trade options on exchanges and over-the-counter markets? ; What are the protections for corporate actions for exchange-traded options	Sundaram Janakiramana Chapter 11 CO2
10	Call and put Options	Online Lectures with PPT.	What are call options?; What is meant by the in-the-money value and the time value of a call option? ; Would an American call option be exercised before maturity? ; When would a trader buy or write a call option?; What are put options? ; What is meant by the in-the money value and the time value of a put option? ; Would an American put option be exercised before maturity? ; When would a trader buy or write a put option	Sundaram Janakiramana Chapter 12 CO2
11	Combinations of Options: Trading Strategies	Online Lectures with PPT.	What is the rationale for combining options and the underlying security? ; What is meant by covered call writing? ; What is meant by a protective put? ; What is meant by spread trading using options? ; What is meant by straddle trading using options? ; What are strips, straps and strangles?.	Sundaram Janakiramana Chapter 13 CO2 Case 3: The collapse of barings bank
12	Combinations of Options: Trading Strategies	Online Lectures with PPT.	What is the rationale for combining options and the underlying security? ; What is	Sundaram Janakiramana

			<p>meant by covered call writing? ; What is meant by a protective put? ; What is meant by spread trading using options? ; What is meant by straddle trading using options? ; What are strips, straps and strangles?.</p>	<p>Chapter 13 CO2</p>
13	Combinations of Options: Trading Strategies	Online Lectures with PPT.	<p>What is the rationale for combining options and the underlying security? ; What is meant by covered call writing? ; What is meant by a protective put? ; What is meant by spread trading using options? ; What is meant by straddle trading using options? ; What are strips, straps and strangles?.</p>	<p>Sundaram Janakiramana Chapter 13 CO2</p>
14	Put–Call parity	Online Lectures with PPT.	<p>What is put–call parity? ; What are the implications of put–call parity? ; How can one create a synthetic call option, synthetic put option, synthetic position in the underlying security, synthetic investment in a risk free security? ; What is the put–call parity for a dividend-paying European option? ; What is the put–call parity for an American option? ; How can the principle of put–call parity be used for regulatory arbitrage?</p>	<p>Sundaram Janakiramana Chapter 14 CO2</p>
15	The Binomial Options Pricing Model	Online Lectures with PPT.	<p>What is meant by the binomial model for options pricing? ; What is meant by no-arbitrage options pricing? ; How to calculate the price of a call option using single period, two-period, and multiperiod binomial models? ; How to calculate the price of a put option using single period, two-period, and multiperiod binomial models? ; How to calculate the price of a call and a put option on stocks that pay dividends using binomial models? ; How to calculate the price of an American call and an American put option using binomial models</p>	<p>Sundaram Janakiramana Chapter 15 CO2</p>
16	The Binomial Options Pricing Model	Online Lectures with PPT.	<p>What is meant by the binomial model for options pricing? ; What is meant by no-arbitrage options pricing? ; How to calculate the price of a call option using single period, two-period, and</p>	<p>Sundaram Janakiramana Chapter 15 CO2</p>

			<p>multi-period binomial models? ; How to calculate the price of a put option using single period, two-period, and multi-period binomial models? ; How to calculate the price of a call and a put option on stocks that pay dividends using binomial models? ; How to calculate the price of an American call and an American put option using binomial models</p>	
17	The Black–Scholes Options Pricing Model	Online Lectures with PPT.	<p>What are the assumptions made in the Black–Scholes options pricing model? ; What is meant by no-arbitrage options pricing? ; How to calculate the price of a call option using the Black– Scholes model? ; How to calculate the price of a put option using the Black– Scholes model? ; What factors affect the price of call and put options? ; What is implied volatility and how can it be used? ; What is meant by the volatility smile and how can it be used?</p>	<p>Sundaram Janakiramana Chapter 16 CO4</p>
18	The Black–Scholes Options Pricing Model	Online Lectures with PPT.	<p>What are the assumptions made in the Black–Scholes options pricing model? ; What is meant by no-arbitrage options pricing? ; How to calculate the price of a call option using the Black– Scholes model? ; How to calculate the price of a put option using the Black– Scholes model? ; What factors affect the price of call and put options? ; What is implied volatility and how can it be used? ; What is meant by the volatility smile and how can it be used?</p>	<p>Sundaram Janakiramana Chapter 16 CO4</p>
19	Currency options, Interest rate options	Online Lectures with PPT.	<p>What are currency options?; What are the uses of currency options? ; How are currency options priced? ; What are interest rate options? ; What are interest rate caps, floors, and collars? ; How are interest rate options priced? ; What are options on futures? ; How are options on futures priced</p>	<p>Sundaram Janakiramana Chapter 17 CO2</p>
20	Greeks in Options	Online Lectures with PPT.	<p>Why is it necessary for financial institutions to hedge their option positions? ; Why is it difficult to hedge option positions? ; What is meant by the delta, gamma, theta, vega, and rho of options? ;What is</p>	<p>Sundaram Janakiramana Chapter 18 CO3</p>

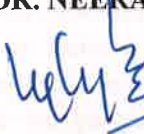

			meant by delta hedging? ; How can one make an option gamma-neutral? ; How are the delta, gamma, theta, vega, and rho of an option calculated?	
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8. Student Prep Activities (Total: hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case 1: Derivatives Losses for Metallgesellschaft AG
2	Case 2: LTCM and Interest Rate Swap
3	Case 3: The collapse of barings bank

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Derivatives and Risk Management by Rajiv Srivastava.
2	Derivatives and Risk Management by Sundaram Janakiramanan
3	Options, Futures and Other Derivatives by John C. Hull and Sankarshan Basu.

Prepared by: (Faculty name and signature with date)	DR. NEERAJ GUPTA  06-07-2021
Approved by: HOD – Name and signature with date	 6/7/2021.

Course Completed as per Plan

Faculty

Class Representative

HOD

Program Head/ Director



N. L. Dalmia®
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM
Course Code and Title	Corporate Credit Appraisal & Finance
Course Credit	4
Academic Year	2021
Batch	2020-22
Trimester	IV
Duration (Hrs)	40 Hours
Name of the Faculty	Dr. Tarun Agarwal
HOD	Dr. Tarun Agarwal

1. Course Overview

Course will help learn student's various definition and concepts of lending, Principle of lending; RBI Norms and lending policy documents; type of borrowers & type of credit facilities. Credit Appraisal Process, Credit Rating, Assessment of Working Capital and Term loan; Due diligence of credit proposal in a typical Indian Banking scenario

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand basic concepts of Corporate Banking and Lending Products in a Bank
CO2	Understand Principles of lending, RBI Norms, lending policy documents, Type of borrowers and Type of credit facilities a Bank offers
CO3	Critically analyse financial statements, understand the importance of rating, due diligence and fraud
CO4	Use different methods of calculating Working Capital, Loan appraisal (future business performance assessment) and sanction (Back Office)

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2		H		M	
CO3	H	H		H	
CO4			M	H	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules (Syllabus)

Module	Topic	Sessions
Contact & Non-Contact Sessions		
I	Introduction	1
II	Definition and concepts, Principle of lending etc.; RBI Norms and lending policy documents; Type of borrowers and & Type of credit facilities;	2-4 (3 sessions)
III	Credit Appraisal Process: Validation of proposal- documents check list; Assessment of Credit risk; Purpose of loan; Estimate of cost of production and profitability; Sources of repayment; Collateral-security coverage ratio; Loan covenants Credit Rating : Importance of credit rating; Deciding pricing of loan product through credit rating; Methodology of credit rating- Internal and external ratings	5-11 (7 sessions)
IV	Assessment of Working Capital and Term loan: Analysis of financial statements- Balance sheet and P & L; Analysis of financial statements- ratio analysis; Project appraisal process - Project cost and means of finance Managerial, Technical, Market, Financial and other aspects of appraisal; Assessment of Term loan – Use of Capital budgeting, Break even analysis, DSCR, DER etc., Working capital assessment – concepts and various methods; Working capital assessment – Turnover method; Working capital assessment- MPBF Method; Working capital assessment- Cash budget method; Due diligence of credit proposal - examination of credential of loan proponent pre sanction and post sanction	12-16 (5 sessions)

V	Due diligence of credit proposal: Non-fund-based credit facilities: Letter of Credits (LC) and its working mechanisms, Letter of Guarantees, Other concepts in Corporate Credits: Securitization concepts, Concept of CDS, Factoring, Forfaiting, Consortium Finance, Closure/Summing Up	17-20 (4 sessions)
Non-Contact		
Total		40 Hrs
Internal Evaluations: Discussions & Class Participation, Case Studies, Quiz, Group Project Assignment and Group Presentations		

5. Pre requisites from students

Sr. No	Details
1	The students are expected to be able to read and interpret financial statements, be through with financial management concepts and are aware of Banking services in general

6. Detailed Assessment Plan

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
Internal Evaluations (Continuous Assessments)				
1	Class Participation	Individual	10	CO1, CO2, CO3 & CO4
2	Quiz (Best of Three)	Individual	10	CO1, CO2, CO3 & CO4
3	Group Project Assignments	Group	20	CO1, CO2, CO3 & CO4
4	Group Presentation	Group	10	CO1, CO2, CO3 & CO4
External Evaluations				
5	End Term Examination	Individual	50	CO1, CO2, CO3 & CO4
Total Marks			100	

7. Session Plan (Each session of 75 minutes)

Session No*	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1 12/7/2021 Online: Joint Session	Introduction (Group Intimation, Project Allocation, Project Submission and Presentation Date)	Course Facilitator	Expectation Setting	Class Room Session - Online Text Book: Bankers' handbook on Credit Management, TaxMann Publication,

				IIBF
2	Pre Read (Share) Definition and concepts, Principle of lending	Class Discussion	Basics of Banking	Class Room Session – Online Module A – Page 5-12
3	Pre Read (Share) First Quiz RBI Norms and lending policy documents	Class Discussion Attempt the Online Quiz	Basics of Banking	Class Room Session – Online Module A – Page 15- 28
4	Pre Read (Share) Type of borrowers and & Type of credit facilities;	Class Discussion	Learning Credit & Corporate Banking	Class Room Session – Online Module A – Page 37- 62
5	Pre Read (Share) Credit Appraisal Process Validation of proposal- documents check list;	Class Discussion	Students will go through the understanding of Credit Appraisal Process in Banking	Class Room Session – Online Module A – Page 95- 108
6	Pre Read (Share) Assessment of Credit risk; Purpose of loan;	Class Discussion	Learning Credit & Corporate Banking	Class Room Session – Online Module A – Page 107 and Module E– Pages 655-741
7	Pre Read (Share) Estimate of cost of production and profitability; Sources of repayment;	Class Discussion	Learning Credit & Corporate Banking	Class Room Session – Online Module A – Page 104- 104
8	Pre Read (Share) Collateral- security coverage ratio; Loan covenants	Class Discussion	Learning Credit & Corporate Banking	Class Room Session – Online Module A — Page 107-107
9 Online: Joint Session	First Guest Session	Guest Session Mr. Sachin Tendulkar, Dhanlaxmi Bank	Practical Learning & Case Studies	Guest Session - Online
10	Pre Read (Share)	Class Discussion	Learning Credit & Corporate	Class Room Session – Online Module A – Page 121-

	Credit Rating Importance of credit rating; Deciding pricing of loan product through credit rating;		Banking	127
11	Second Quiz	Class Discussion Attempt the Online Quiz	Level Out Session (Time to be back on track)	Class Room Session - Online Level Out Session
12	Pre Read (Share) Methodology of credit rating- Internal and external ratings	Class Discussion	Learning Credit & Corporate Banking	Class Room Session - Online Module A - Page 121-127
13 Online: Joint Session	Second: Guest Session	Guest Session Mr. Shrihari Adurty, INDEAD, Co-Founder, FundsCorner	Practical Learning Lending	Guest Session - Online
14	Pre Read (Share) Assessment of Working Capital and Term loan Analysis of financial statements- Balance sheet and P & L; Analysis of financial statements- ratio analysis; Project appraisal process - Project cost and means of finance	Class Discussion	Learning Credit & Corporate Banking - Assessment Quantum of Loan	Class Room Session - Online Module B - Page 163-229
15	Pre Read (Share) Managerial, Technical, Market, Financial and other aspects of appraisal	Class Discussion	Learning Credit & Corporate Banking	Class Room Session - Online Module B - Page 235-269
16	Pre Read (Share) Assessment of Term loan - Use of Capital budgeting, Break even analysis, DSCR, DER etc.,	Class Discussion	Learning Credit & Corporate Banking - Quantum of Term Loan	Class Room Session - Online Module B - Page 245-253
17 Online: Joint	Pre Read (Share) Working capital	Class Discussion & Co -	Learning Credit & Corporate	Class Room Session - Online Module C - Page 289-

Session	assessment – concepts and various methods; Working capital assessment – Turnover method; Working capital assessment- MPBF Method; Working capital assessment- Cash budget method; Due diligence of credit proposal - examination of credential of loan proponent pre sanction and post sanction	Guest Session (Mr. Sanjay Malhotra, Investment Banker)	Banking	320
18 Online: Joint Session	Third Guest Session	Guest Session Mr. Sanjay Malhotra, Investment Banking	Practical Learning	Guest Session - Onlne
19 Online: Joint Session	Third & Last Quiz Due diligence of credit proposal Non-fund-based credit facilities: Letter of Credits (LC) and its working mechanisms, Letter of Guarantees, Other concepts in Corporate Credits: Securitization concepts, Concept of CDS, Factoring, Forfaiting, Consortium Finance	Class Discussion & Co Guest Faculty (Prof. Sachin Tendulkar) Attempt the Online Quiz	Class cum Practical Learning	Class Room cum Co Faculty Session – Online Module C – Page 371-405
20 Online: Joint Session	Summing Up	Mutual Discussions & Q&A Session	Closure	Doubt solving + revision & highlights of the course
*Session Count: Classroom – Onlne (13) & Joint Classroom – Online (7)				
Self Read (Inititive by Students): Export Finance, Priority Sector Lendng, Governmnet Sponsered Schemes, NABARD Schemes, Retail Loans, Monitoring, Supervision, Follow-Up, Management of Impaired Assets,Types of Charges and Fair Practices Code on Lender's Liability				
Project Submission and Presentations (Closure of Internal Evaluations)				


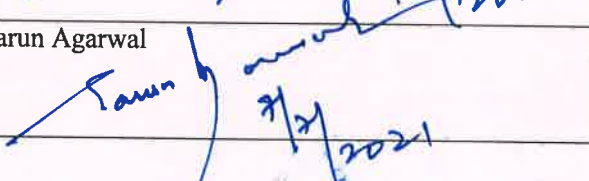
- *Program Office to please take note and help arrange the sessions accordingly

8. Student Prep Activities (Total: 15 hours)

Sr. No	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Studies a. Check, Please - PETER PARILLO (Adapted from Case no.6 – FRAUD CASEBOOK: Lessons from the Bad Side of Business – Joseph Wells) b. Phantom Links in the Supply Chain CHRISTOPHER J. KELLY (Adapted from Case no. 12 – FRAUD CASEBOOK: Lessons from the Bad Side of Business – Joseph Wells)
2	Website of Reserve Bank Of India: www.rbi.org
3	Websites of various Financial Institutions and banks
4	Recommended YouTube videos on Credit Appraisal
5	Current Banking News and Analysis – News Dailies

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Text Book: Bankers' handbook on Credit Management published TaxMann Publication Pvt Ltd. on behalf of Indian Institute of Banking and Finance- Edition July 2014/Latest Edition
2	Additional Reference Books: Module B Credit Management of Cooperative Banking Operations by Shri T.M.C Vadudevan, Shri Shyam Ji Mehrotra and Shri D M Chandgadkar published by MACMILLAN on behalf of Indian Institute of Banking and Finance – Edition 2007/Latest Edition
4	Additional Reference Books: Project appraisal and financing by Dr. Ambrish Gupta, PHI Learning Pvt Ltd. Delhi edition 2017/Latest Edition
5	Credit Appraisal, Risk Analysis & Decision Making - Dr. D.D. Mukherjee – 10th Edition/Latest Edition, Snow white

Prepared by: (Faculty name and signature with date)	Dr. Tarun Agarwal Sd/- 
Approved by: HOD – Name and signature with date	Dr. Tarun Agarwal Sd/- 

Course Plan

Program	PGDM
Course Code and Title	PGH302 Performance Management System
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	IV
Duration (Hrs)	40 hours
Name of the Faculty	Dr. Caral D'Cunha
HOD	Dr. Caral D'Cunha

1. Course Objectives

The performance management course provides students with the knowledge and understanding of the role of performance management in supporting the strategic objectives of the organisation in different business environments; how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work organisations. The module examines the design of performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations. It will equip students with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team and organisational learning and accountability. Furthermore, it recognises the importance of communication skills in the performance review process and evaluates the need for employee involvement.

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
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CO1	To understand role of performance management in supporting the strategic objectives of the organisation in different business environments and explain the Performance Management System process.
CO2	To plan effective performance management policies and practices to improve organisational and employee performance using appropriate performance management techniques.
CO3	To design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
CO4	Students will be equip with the necessary skills and a critical understanding of the performance review process and will demonstrate the communication skills required when managing achievement and underachievement.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2	H	H			M
CO3		H	H	M	M
CO4		H			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction to Performance Management System	1-2
2	Performance Management Process(Defining Performance, Determinants of Performance, Diagnosing The Causes of Poor Performance, Performance Dimensions, Approaches to Measuring Performance, Choosing a Performance Measurement Approach, Measuring Results and Behaviors, Gathering Performance Information, Implementing a Performance management system, Performance Review)	3-15

4	Performance Management Skills	18-20
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5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre-reading from the text book given: Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
1	Presentation based on Research Project: Every group of students will be assign a research project topic to study the PMS practices of the different companies(Sectorwise).	Group (4 Students each)	20	CO1 CO2, CO3
2	Assignment: Students has to submit the assignments on the case studies given in the text book/faculty after discussing the chapters.	Individual	30	CO1, CO2, CO4
3	Trimester end Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	50	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 75 minutes)

Ses sion No with date	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc	CO attended
1	Definition of Performance Management, The Performance Management Contribution, Dangers of DM	Online Interactive lecture for the concepts	Explain the concept of performance management. Distinguish performance	Chapter 1: performance management & Reward system in the context	CO1

	<p>PM Systems, Characteristics of an Ideal PM System</p>		<p>performance appraisal.</p> <p>Recognize the multiple negative consequences that can arise from the poor design and implementation of a performance management system. These negative consequences affect all the parties involved: employees, supervisors, and the organization as a whole.</p> <p>Describe the multiple purposes of a performance management system including strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes.</p> <p>Understand the dangers of a poorly implemented system.</p>	<p>Performance Management, 3rd edition, Pearson Publication, 2014)</p>	
2	<p>Performance Management, and Strategic Planning</p>	<p>Online Interactive lecture for the concepts</p>	<p>Describe the various specific purposes of a strategic plan.</p> <p>Explain why the usefulness of a performance management system relies to a large degree on its relationship with the organization's and unit's strategic</p>	<p>Chapter 3: Performance Management and Strategic Planning (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication,</p>	<p>CO1</p>

			Understand how to create an organization's strategic plan including an environmental analysis resulting in a mission statement, vision statement, goals, and strategies.		
3	Performance Management Process	Online Interactive lecture for the concepts	Understand that performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and recontracting.	Chapter 2: Performance Management Process (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2, CO3
4	Performance Management Process	Online Interactive lecture for the concepts & Case study	Understand that performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and recontracting.	Chapter 2: Performance Management Process Activity 2	CO1, CO2, CO3

	Diagnosing The Causes of Poor Performance	lecture for the concepts & Case study	Understand the evaluative and multidimensional nature of performance. Identify the various factors that determine performance including declarative knowledge, procedural knowledge, and motivation. Design a performance management system that includes both task and contextual performance dimensions.	& Choosing a measurement approach (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	
6	Performance Dimensions, Approaches to Measuring Performance, Choosing a Performance Measurement Approach.	Online Interactive lecture for the concepts	Understand situations under which a trait, behavior, or results approach to measuring performance may be most appropriate.	Chapter 4: Defining Performance & Choosing a measurement approach	CO1, CO2
7	Measuring Results and Behaviors	Online Interactive lecture for the concepts	Adopt a results approach to measuring performance including the development of accountabilities, objectives, and standards. Determine accountabilities and their relative importance.	Chapter 5: Measuring Results and Behaviors (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 11	CO1, CO2
8	Measuring Results and Behaviors	Online Interactive	Adopt a behavior approach to measuring	Chapter 5: Measuring Results and	CO1, CO2

		Case study	<p>identification and assessment of competencies.</p> <p>Develop competencies that are defined clearly, provide a description of specific behavioral indicators that can be observed when someone demonstrates a competency effectively, provide a description of specific behaviors that are likely to occur when someone doesn't demonstrate a competency effectively, and include suggestions for developing them further.</p>		
9	Gathering Performance Information: simple rank order, alternation rank order, paired comparisons, relative percentile, and forced distribution—being aware of the relative advantages and disadvantages of each.	Online Interactive lecture for the concepts	To understand comparative performance measurement systems such as simple rank order, alternation rank order, paired comparisons, relative percentile, and forced distribution—being aware of the relative advantages and disadvantages of each.	Chapter 6: Gathering Performance Information (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 2	CO1, CO2, CO3
10	Gathering Performance Information: essays, behavior checklists, critical incidents, and graphic rating scales, and understand their advantages and disadvantages.	Online Interactive lecture for the concepts & the fundament	To understand absolute performance measurement systems such as essays, behavior checklists, critical incidents, and	Chapter 6: Gathering Performance Information	CO1, CO2, CO3

			advantages and disadvantages.		
11	Basic components included in the appraisal form, Design of effective appraisal forms	Online Interactive lecture for the concepts	Understand why each of several basic components is included in the appraisal form. Design effective appraisal forms.	Chapter 6: Gathering Performance Information	CO1, CO2, CO3
12	Implementing a Performance management system	Online Interactive lecture for the concepts	Understand that there are crucial steps that must be taken before the performance management system is launched, including implementing a communication plan, establishing an appeals process, running training programs for raters, and pilot testing the system to fix any glitches.	Chapter 7: Implementing a Performance management system (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 6	CO1
13	Biases in Performance Appraisal and reducing Performance Errors, Diagnosing Poor performance and improving motivation	Online Interactive lecture for the concepts, AVs, Case study	Understand that the implementation of training programs can address intentional and unintentional rating distortion.	Chapter 7: Implementing a Performance management system Activity 3	CO1, CO4
14	Performance Management Review, Conditions for effective Performance Counseling. Process and Different phases of performance counseling	Online Interactive lecture for the concepts, Management AVs, Case study	Understand the various purposes served by performance review meetings and the various types of meetings that can be conducted. Understand the signs of employee defensiveness, implement suggestions to minimize employee	Chapter 9: Performance Management Skills (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 5	CO1, CO4

			meeting takes place, and deal with defensiveness during the performance review meeting.		
15	Performance Management Skills: coaching, giving feedback, and conducting performance review meetings.	Online Interactive lecture for the concepts, Role play	Understand that managers need several key skills to manage the performance of their employees effectively including skills regarding coaching, giving feedback, and conducting performance review meetings.	Chapter 9: Performance Management Skills (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 1	CO1, CO4
16	Employee Development Plan: Performance-Based Career Management & succession plans	Online Interactive lecture for the concepts	Describe the importance and benefits of including a developmental plan as part of the performance management system. Describe the various short-term and long-term objectives of a developmental plan.	Chapter 8: Performance management & Employee development (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1
17	Balanced and HR Scorecards	Guest session	To understand Balanced and HR Scorecards	Chapter 8: Performance management & Employee development Activity 7	CO1, CO2
18	Reward System: Components of Reward System, The objective of Reward System, Linkage of performance management to reward and compensation System	Online Interactive lectures for the concepts	Understand the concept of a reward system and its relationship to a performance management system.	Chapter 10: Reward systems & Legal issues (Aguinis Herman,	CO1, CO2

			employee rewards including compensation, benefits, and relational returns.	Pearson Publication, 2014) Activity 9	
19	Contemporary Issues and practices in Performance Management	Online Interactive lecture	To discuss Contemporary Issues and practices in Performance Management	Recent newspaper articles and Magazine articles	CO1
20	Ethics in Performance Management: Ethical issues and dilemmas in Performance Management, Legal issues in PMS	Online Interactive lecture	To understand the Ethical issues and dilemmas in Performance Management Identify the point at which a performance management system allows illegal discrimination. Know what type of evidence employees need to prove illegal discrimination and what type of evidence employers need for them to prove the lack of illegal discrimination.	Chapter 10: Reward systems & Legal issues Activity 8	CO1, CO2, CO3



8. Student Prep Activities (Total : 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case study: Performance appraisal blues, IIM A
2	Performance Management Systems @ TCS-IBS
3	The dilemma of performance appraisal system in small/medium concerns
4	Performance problems-whom to blame- Nirma university

6	Performance Appraisal process at L & T construction Performance at L & T
7	Caselet- Balanced Scorecard
8	Mr. Mehta Dilemma- A case of organizational performance appraisal politics - IIM A
9	Reward encourages best..oops best, emerald
10	Career challenges at Media Inc.
11	Caselet- Setting Objective

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Aguinis Herman, Performance Management, 3 rd edition, Pearson Publication, 2014
2	Kohli A. S, Deb T., Performance Management, New Delhi: Oxford University Press. 2008
3	Bhattacharyya Dipak Kumar, Performance Management Systems, and Strategies, New Delhi: Dorling Kindersley (India) Pvt. Ltd. Licensees of Pearson Education in South Asia. 2011.
4	Magazines: Human Capital, Harvard Business Review, People matters

Prepared by:	Dr. Caral D'Cunha 
Approved by: HOD	 9/07/21

Course Plan

Program	PGDM
Course Code and Title	Organisation Structure, Theory and Design
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	IV
Duration (Hrs)	40
Name of the Faculty	Dr. Vaishali Kulkarni
HOD	Dr. Caral D'cunha

1. Course Objectives (*refer Syllabus*)

This course will enable students to explain and understand the importance of OTSD and identify and explain OTSD concepts and problem areas. The students will also be able to apply OTSD concepts both as an individual and member of the organization

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the practical and integrative study of organization, culture , change & design defines basic activities in different types of function in the organization;
CO2	Understand the relationship among organizational change, redesign, technology for organizational effectiveness
CO3	Apply and analyze of organization change & design theory through research

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3		M			H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Organizations and Organizational Effectiveness Stakeholders, Managers & Ethics, Managing in a Changing Global Environment, Basic Challenges of Organization Design	6
2	Designing Organizational Structure Authority and Control, Specialization and Coordination	4
3	Creating & Managing Organizational Culture	3
4	Organizational Design & Strategy in a Changing Global Environment, Competences and Technology	4
5	Types & forms of Organizational Change Organizational Transformations: Birth, Growth, Decline & Death	4
6	Decision Making, Learning & Knowledge Management & Information Technology	2
7	Innovation, Intrapreneurship, & Creativity	2
8	Managing Conflict, Power & Politics	2

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
	Basic knowledge about principles and practices of management and general HR domains.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Assignment/ Class Test / Quiz/ Case study etc	Individual	20	CO1,CO2
2	Presentation/viva voce/ role play/ class participation etc	Group	10	CO3
3	Projects / Field work/ Research/ Live Project etc	Group	20	CO3
4	Trimester end Examination	Individual	50	CO1,CO2,CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc.
1	Introduction to Organizations and Organizational Effectiveness and Stakeholders	Class room Lecture	Basic concepts of organization effectiveness and stakeholders involvement and ethics	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-1-2
2	Managing in a Changing Global Environment	Class room Lecture and small case study	Global business scenario and expectations and functional challenges while working in global scenario .Strategies of managing in global environment	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-3

3	Basic Challenges of Organization Design	Class room Lecture and small case study	Basic concepts of organization design types, and challenges faced while designing the structures and design	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-4
4	Basic Challenges of Organization Design	Class room Lecture and small case study	Basic concepts of organization design types, and challenges faced while designing the structures and design	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-4
5	Designing Organizational Structure Authority and Control,	Class room Lecture and small case study/group discussion	Organization al hierarchy, reporting styles, delegation of authority and control mechanisms	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-5
6	Designing Organizational Structure;; , Specialization and Coordination	Class room Lecture and small case study/group discussion	Organization hierarchy , formal and informal organization	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-6
7	Creating & Managing Organizational Culture	Class room Lecture ,assignment / video	Basics of organization culture, how culture is managed,	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-7
8	Creating & Managing Organizational Culture	Class room Lecture ,assignment	How to manage organization culture	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-7
9	Creating & Managing Organizational Culture	Class room Lecture ,assignment	Social responsibility and culture	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-7
10	Organizational Design & Strategy in a Changing Global Environment,	Class room Lecture and case study	Functional and business level strategy	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-8
11	Organizational Design & Strategy in a Changing Global	Class room	Corporate strategy and	Gareth R Jones and Mary Mathew , Sixth

	Environment,	Lecture and case study	implementation of strategy	edition, Pearson Publication. Chapter-8
12	Introduction to competency and types of competencies	Class room Lecture and case study	Types of competencies , identification and documentation of competency documents, competency audit.	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-9
13	Introduction to competency and types of competencies	Class room Lecture and case study	Relationship between competency and technology , effect of technology advancement on competency and challenges	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-9
14	Types & forms of Organizational Change Organizational Transformations	Class room Lecture and case study	Forces for change, managing change, challenges in managing change	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-10
15	Types & forms of Organizational Change Organizational Transformations	Class room Lecture and case study	Forces for change, managing change, challenges in managing change	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-10
16	Organizational Transformations: Birth, Growth, Decline & Death	Class room Lecture and case study	Org. life cycle with models	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-11
17	Decision Making, Learning & Knowledge Management & Information Technology	Field Work	Decision making models, KMS implementation on life cycle, building and developing learning organizations	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-12

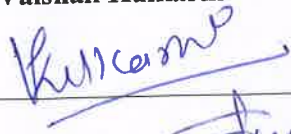
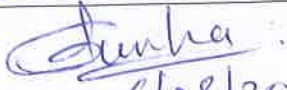
18	Innovation, Intrapreneurship, & Creativity	Field work	Innovation process and technology, models	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-13
19	Innovation, Intrapreneurship, & Creativity	Class room Lecture and case study, field work	Innovation process and technology, models	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-13
20	Managing Conflict, Power & Politics	Class room Lecture and case study	Model of organization conflict and strategies to manage conflicts	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-14

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Assignment of Quality Management in HRM- Risk assessment of HR functions with mitigation plan
2	Assignment of Knowledge management and learning – Learning and understanding the KM need for different HR function using system analysis approach
3	Recourse dependence theory: Study of organizations to assess the strategic alliance strategy , success story and reasons for failures
4	Research: Basic Challenges of Organization Design & organization culture : Research on different company's culture study. Students will form different groups and will study cultural part of different organizations.

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Organizational Theory, Design & Change – Gareth R. Jones & Mary Mathew, Pearson
2	Organizational Theory, Structure and Design – Richard Daft, Pearson
3	Organizational Theory, Structure and Design – SP Robbins and Mary Mathew, Pearson

Prepared by: (Faculty name and signature with date)	Dr. Vaishali Kulkarni 
Approved by: Prof. Caral D'counha HOD – Name and signature with date	 6/08/2021

Course Plan

Program	PGDM - HR
Course Code and Title	Human Resources Informantion systems
Course Credit	4
Academic Year	2020-21
Batch	2020-22
Trimester	IV
Duration (Hrs)	40 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Prof. Caral D'Cunha

1. Course Objectives (*refer Syllabus*)

To ensure understanding of Human Resources Information systems, its basics, applications and future directions and utilize the same to attain individual and organisational objectives. The course is then divided into 3 parts they are as following:

- The first part it will cover the history and evolution of of HRIS, database management in HR.
- The second part will cover HRIS system design, Planning and implementation and also deal with change management and project management
- The third part will cover the application of HRIS in different HRM functions namely Recruitment, Talent Management, Training and development, Performance Management, Compensation and benefit.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand evolution of HRIS HRM and its interface with the technology, basic database concepts
CO2	Students will be able to apply and analyze processes of need analysis, system planning, design and implementation
CO3	Students will be able to design and develop HRIS involving different HRM functions keping in mind the Information security and future trend

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H	H			H
CO3	M	M	H		H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Evolution of HRM and HRIS: Interface between HR and Technology, E-HRM & HRIS	1-2
2	Database concepts and Applications in HRIS, Need and Importance of HR database	2-4
3	HRIS Need Analysis, System Design and Acquisition, Cost Justifying HRIS investments, System considerations in the design of an HRIS: Planning for implementation, System Development Life cycle	5-10
4	HR Metrics and Workforce Analytics, Project Management, Implementation, Change Integration & Maintenance of HRIS	11-13
5	HRIS Applications in Talent Management, Recruitment & Selection in an Internet Context T&D, Performance Management, Compensation, Benefits, Payroll and the HRIS	14-19
6	Information Security and Privacy in HRIS, Future of HRIS: Emerging Trends in HRM & IT	20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication
2	ERP implementation at ABC mining company Madhavi Nandi and Santosh Nandi, Emerald Cases – Emerald data base – E-Library
3	Johnson, R.D., Stone, D., & Lukaszewski, K.M. (2020). The benefits of eHRM and AI for talent acquisition. –Research Paper Emerald data base – E-Library

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Class Test / Assignment on case study and the research paper	Individual	20	CO1, CO2
2	Research Assignment- Research project will be assigned to all the students	Individual	10	CO2, CO3
3	Projects report and PPT Presentation to be developed on Need and importance of HRIS and functional Application of HRIS	Group	20	CO2, CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources	CO Attended
				(Books/Chapters/Case etc.)	
1	Couse Plan over view. Evolution of HRM and HRIS	Class Discussion	Students will be able to understand Evolution of HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -1	CO1
2	Interface between HR and Technology, E-HRM & HRIS	Class Discussion – Activity-Roles and Responsibilities of HRIS Executive	Students will learn the association of HR and Technology, E-HR	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -1	CO1
3	Database concepts and Applications in HRIS	Class Discussion – Class activity on database collection in HR	Students will be able to understand Database management concepts	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -2	CO2

		Function			
4	Need and Importance of HR database	Class Discussion	Students will be able to understand Importance of database management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -2	CO2
5	HRIS Need Analysis	Class Discussion	Students will learn Need analysis process	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -4 Planning needs of the organization pg. 84-85	CO2
6	System Design and Acquisition	Class Discussion	Students will be able to develop understanding on system design – functional	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -5 – Case Based pg. 106-108	CO1
7	Cost Justifying HRIS investments	Class Discussion	Students will be able to draw cost and benefit analysis	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -8 Case Based pg. 190-192	CO2
8	System considerations in the design of an HRIS	Class Discussion	Students will be develop understanding to plan and implement HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3	CO1
9	Planning for implementation	Class Discussion - based on previous case	Students will be develop understanding to plan and implement HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3 –Case study HRIS Planning and Implementation pg. 62-66	CO2

10	System Development Life cycle	Class Discussion	Students will be able to understand SDLC	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3 Case Based pg. 83-85	CO1
11	HR Metrics and Workforce Analytics	Class Discussion	Students will be able to understand importance of HR Metrics and analytics	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -7 Case Based pg. 160-162	CO1
12	Project Management, Implementation	Class Discussion	Students will gain understanding on Project Management importance in implementing HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -6 Case Based pg. 128-131	CO1
13	Change Integration & Maintenance of HRIS	Class Discussion	Students will develop knowledge on change management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -9 Case Effective Change Management – The Grant Corporation Page – 224-226	CO1
14	HRIS Applications	Class Discussion	Students will be able to understand application HRIS in HRM function	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -10	CO1
15	Talent Management	Class Discussion	Students will be able to understand application HRIS in Talent Management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -11 Case Based pg. 300-302	CO1, CO2, CO3
16	Recruitment & Selection in an Internet	Class Discussion	Students will be able to understand	HRIS (Second Edition) Basic, Applications, and Future Directions -	CO1, CO2, CO3

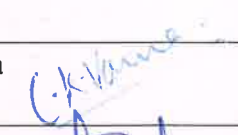

	Context		application HRIS in Recruitment & Selection	Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 12 Case Based pg. 332- 334	
17	Training and Development	Class Discussion	Students will be able to understand application HRIS in Training and Development	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 13 Case Based pg. 365- 367	CO1, CO2, CO3
18	Performance Management	Class Discussion	Students will be able to understand application HRIS in Performance Management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 14 Case Study PMS and Payroll Grandview Global Financial Services INC Page – 395 - 399	CO1, CO2, CO3
19	Compensation , Benefits, Payroll and the HRIS	Class Discussion basis previous case	Students will be able to understand application HRIS in Compensation , Benefits, Payroll and the HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication	CO1, CO2, CO3
20	Information Security and Privacy in HRIS & Future of HRIS: Emerging Trends in HRM & IT	Class Discussion	Students will be able to understand importance of Information Security and Privacy in HRIS and the risks involved & future trends in HRM technology	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 16 & 17 Case Based pg. 451-454, 470-474	CO1

8. Student Prep Activities (Total: 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	ERP implementation at ABC mining company Madhavi Nandi and Santosh Nandi, Emerald Cases
2	The benefits of E-HRM and AI for talent acquisition
3	Research Assignment- Research project will be assigned to all the students
4	Projects report and PPT Presentation to be developed on Need and importance of HRIS and functional Application of HRIS

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication
2	Human Resource Information System by P.K.Gupta and Sushil Chaabra Human Resource Management by Gary Dessler, Pearson Publication
3	ERP implementation at ABC mining company Madhavi Nandi and Santosh Nandi, Emerald Cases
4	Johnson, R.D., Stone, D., & Lukaszewski, K.M. (2020). The benefits of eHRM and AI for talent acquisition. -Research Paper Emerald data base - E-Library
5	Harvard Business Review articles HRIS

Prepared by: (Faculty name and signature with date)	Dr. Chandrakant Varma 
Approved by: HOD - Name and signature with date	Prof. Caral D'Cunha 

9/07/21

Industrial Relations & Employee Welfare Course Plan

Program	PGDM
Course Code and Title	Industrial Relations & Employee Welfare
Course Credit	4
Academic Year	2021-2022
Batch	2020-2022
Trimester	4
Duration (Hrs)	20 hours
Name of the Faculty	Vaibhav Kulkarni
HOD	Dr. Caral D'Cunha

1. Course Objectives (*refer Syllabus*)

This course is aimed at understanding the nature and Importance of Industrial Relations and Conflict prevention & resolution methods. The objective is also to expose students to practical cases and new trends in IR.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the IR issues through case studies and way to resolve IR problems
CO2	Understand the pros and cons while deciding on employee welfare
CO3	Understand the values and ethics involved in handling an employee force
CO4	Understand and analyse legal and ethical aspects of Industrial Relations
CO5	Build on the legal knowledge gained by them for successfully handling IR by working as a team through participative management

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M			
CO2	M	H			
CO3			H		M
CO4		M		H	
CO5	M				H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	History & Growth of IR in India Pre-Independence, Post-independence, Post Liberalization, India & ILO	1
2	Prevention Machinery of Conflict in IR Issues & Levels of conflict in IR, The State & Industrial Relations Policy, Tripartite & Bipartite Bodies, Ethical Codes & IR, Grievance Procedure & Disciplinary Proceedings, Collective Bargaining and Process of CB.	5
3	Conflict Settlement Machinery in IR – Industrial Dispute ACT – 1947	6
4	Labor Welfare Labor Welfare a) Concept of Labor Welfare, b) Approaches to Labor Welfare c) Statutory and Non- Statutory Welfare Workers Participation in management)	5
5	New trends in IR & Future of IR In India The changing demographics of Indian Industry, Manufacturing to service sector, from formal to informal, digitization etc. Expected changes in the dynamics of IR, in this changed industry model Ways to cope up with these problems, Collaboration a new outlook to IR	3

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Basic knowledge of interpreting sections of the law

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Assignment/ Class Test / Quiz/ Case study etc	Individual	20	CO1, CO2
2	Presentation/viva voce/ role play/ class participation etc	Group	10	CO3
3	Projects / Field work/ Research/ Live Project etc	Group	20	CO4, CO5
4	Trimester end Examination	Individual	50	CO1-CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO Attended
1. 14-07-2021	History & Growth of IR in India. Pre-Independence, Post-independence, Post Liberalization, India & ILO	PPT	Understand the History & Growth of IR in India	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO1
2. 15-07-2021	Prevention Machinery of Conflict in IR	PPT	Realize the importance and the need of the conflict resolution machinery of IR	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO2
3. 16-07-2021	Issues & Levels of conflict in IR	PPT	Understand levels of IR conflicts.	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO2

4. 21-07-2021	The State & Industrial Relations Policy, Tripartite & Bipartite Bodies	PPT	Understand the intricacies of bodies used for resolving IR disputes	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO2
5. 22-07-2021	Ethical Codes & IR, Grievance Procedure & Disciplinary Proceedings	PPT	Understand procedures of conflict handling	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO3
6. 23-07-2021	Collective Bargaining and Process of CB.	PPT	The students will understand the procedure of collective bargaining	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO2, CO3
7. 28-07-2021	Works Committee	PPT	Understand the working of the works committee	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO2
8. 29-07-2021	Conciliation	PPT	To acquire a better understanding of the conciliation process	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO4
9. 30-07-2021	Arbitration	PPT	Students will understand the process of Arbitration	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO4
10. 4-08-2021	Labour Courts	PPT	Students will understand the working of labour courts	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO4
11. 5-08-2021	Adjudication	Case study	Students will understand the process of Adjudication	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO4
12. 6-08-2021	Tribunals	PPT	Students will understand the working of Tribunals	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO4
13. 11-08-2021	Concept of Labor Welfare	PPT	Understand the concept of labour welfare	VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO2
14. 12-08-2021	Approaches to Labor Welfare	PPT	Understand the approaches to labour welfare	VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO2

15. 13-08-2021	Statutory and Non- Statutory Welfare	PPT	Understand the Statutory and Non- Statutory Welfare schemes	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO2
16. 18-08-2021	Workers Participation in management	PPT	Understand the modes of workers participation in management	VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO1, CO2
17. 19-08-2021	Workers participation Case Study	Case Study	Discuss a case on the workers participation	VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO2
18. 20-08-2021	New trends in IR & Future of IR In India The changing demographics of Indian Industry	PPT	Understand the New trends in IR & Future of IR In India	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House	CO5
19. 25-08-2021	IR trends from Manufacturing to service sector, from formal to informal, digitization etc	PPT	Understand the IR trends in Manufacturing, service sector, formal to informal sectors	VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO5
20. 26-08-2021	Expected changes in the dynamics of IR, in this changed industry model. Ways to cope up with these problems, Collaboration a new outlook to IR	PPT	Understand the changes in the dynamics of IR	VenkataRatnam, C.S. Industrial Relations. Oxford University Press	CO5



8. Student Prep Activities (Total :10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case studies Analysis – 20 marks Suresh Baburao Shinde And Ors. vs State Of Maharashtra Maruti Suzuki Manesar Case
2	Presentation – Group - 10 marks <ul style="list-style-type: none"> Textile problems in Maharashtra

	<ul style="list-style-type: none"> • Trade Union nexus with Politicians • Welfare Officer duties • Datta Samant and the strike of 1982 • Collective bargaining strategies
3	Projects – Individual – 20 marks Analysis of any 2 cases related to Industrial Relations from indiankanoon.org

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House
2	VenkataRatnam, C.S. Industrial Relations. Oxford University Press

Prepared by: (Faculty name and signature with date)	Vaibhav Kulkarni 
Approved by: HOD – Name and signature with date	Dr. Caral D' Cunha 



N. L. Dalmia®
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM- Human Resource
Course Code and Title	PGH305 and Human Resource Planning and Audit
Course Credit	04
Academic Year	2021-2022
Batch	2020-2022
Trimester	IV
Duration (Hrs)	40
Name of the Faculty	Dr. Nitin Sharma
HOD	Dr. Caral D'Cunha

1. Course Objective

This course will enable students to understand the concept of HR Planning and appreciate the basics of Manpower planning and forecasting. It will also help students understand HR Accounting and Audit with study of various instruments and be able to calculate HR Cost, Investment, ROI and prepare HR Audit Report.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To understand the concept of HR Planning, HR Accounting and Audit
CO2	To analyze the various techniques and methods and able to calculate HR cost and Investment.
CO3	To demonstrate that how various techniques of HRP helps in solve the business prolems.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				-
CO2		H		H	-
CO3		H	M	M	-

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Human Resource Planning.	01-02
2	Forecasting Techniques of human resource requirement	03-04
3	Job Analysis	05-06
4	Employment Tests	07-08
5	Analysis of work load factor	09-10
6	HR Audit	11-12
7	Human Resource cost	13-14
8	Human Resource Accounting system	15-16
9	HR Audit process and issues in HR Audit	17-18
10	Technology in Human Resource	19-20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Students should aware the recent development in accounting process. Pre reading from reference book: Human Resource Management - Uday Kr. Halsar & Juthika Sarkar, Oxford, University Press 2020 edition.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	COs to be assessed
1	Class Participation (News article discussion and case discussion)	Individual	10	CO1,2,3
2	Presentations- Students will be presenting on the topic assigned to them (One group comprises of two students)	Group	20	CO1,2,3
3	Assignment on Human Resource Planning and Audit	Individual	20	CO1,2,3
4	Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of Human Resource Planning and Audit	Individual	50	CO1,2,3

7. Session Plan (Each session of 75 minutes) Total: hours (25)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	CO Attended
1	Human Resource Planning. Meaning, of HRP. Planning process. Importance of HRP and its impact on the Organization.	Interactive Session. Class room discussion. Self-study.	Familiarize the students with the key concepts of Human Resource Planning, How to forecast the demand and supply of Human Resource	D.K.Bhattacharjee, Excel Books chapter 01 & 02	CO1, CO3
2	Human Resource Planning. Meaning, of HRP. Planning process. Importance of HRP and its impact on the Organization	Interactive Session. Class room discussion. Self-study.	Familiarize the students with the key concepts of Human Resource Planning, How to forecast the demand and supply of Human	D.K.Bhattacharjee, Excel Books chapter 01 & 02 Case Study: HEG is the leading manufacturer and exporter of Graphite Electrodes in India. HEG is the world's largest single site plant of Graphite Electrodes.	CO1, CO3

			Resource		
3	Assessment of demand and supply of Human Resource requirement.	Interactive Session. Class room discussion. Self-study.	Student will be able to understand the techniques of assessment of demand	D.K.Bhattacharjee, Excel Books 05 & 06	CO2, CO3
4	Forecasting Techniques of human resource requirement. Assessment of internal and external supply and requirement. Linking HRP with SHRM	Interactive Session. Class room discussion. Self-study.	Understand the different techniques of forecasting, find out the link between HRP and Strategic human resource planning	D.K.Bhattacharjee, Excel Books 05 & 06 Case on Royal Handloom of India Problem: It does not have a formal organizational chart.	CO2, CO3
5	Forecasting Techniques of human resource requirement. Assessment of internal and external supply and requirement. Linking HRP with SHRM	Interactive Session. Class room discussion. Self-study.	Understand the different techniques of forecasting, find out the link between HRP and Strategic human resource planning	D.K.Bhattacharjee, Excel Books 05 & 06	CO2, CO3
6	Job Analysis HR Planning and Selection. Job Analysis and design. A alignment of job analysis to selection.	Interactive Session. Class room discussion. Self-study.	Differentiate the Human Resource planning and selection, How job analysis and job rotation helps on job design	D.K.Bhattacharjee, Excel Books Case Study: Apollo Hospital Problem : Dr. Chandra Sekhar the administrator is a person with medical knowledge but lacks knowledge and skills involved in human resource management.	CO1,CO2
7	Job Analysis HR Planning and Selection. Job Analysis and design. A alignment of job analysis to selection.	Interactive Session. Class room discussion. Self-study.	Differentiate the Human Resource planning and selection, How job	D.K.Bhattacharjee, Excel Books Case Study: Apollo Hospital Problem : Dr. Chandra Sekhar the administrator is	CO1,CO2

			analysis and job rotation helps on job design	a person with medical knowledge but lacks knowledge and skills involved in human resource management.	
8	Employment Tests Concept of testing. Types of Tests. Executive Talent Search. Impact of employment test on the organization. Benefits of employment test.	Online discussion on business personalities' perception Interactive Session. Class room discussion. Self-study.	It helps to understand the different types of employment test, How these test impact on organization. Industry Perspective Guest Lecture (GL)	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press Book chapter 4	CO2
9	Employment Tests Concept of testing. Types of Tests. Executive Talent Search. Impact of employment test on the organization. Benefits of employment test.	Online discussion on business personalities' perception Interactive Session. Class room discussion. Self-study.	It helps to understand the different types of employment test, How these test impact on organization. Industry Perspective Guest Lecture (GL)	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press Book chapter 4	CO2
10	Analysis of work load factor Classification of work, forecasting nos. of jobs, conversion of job into manpower, Conversion of man hours into manpower requirement.	Interactive Session. Class room discussion. Self-study. Online Case discussion	Enables the students to understand Conversion of man hours into manpower requirement	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press Book Chapter 6 Assignment: Identify the work load analysis tools.	CO3
11	Analysis of work load factor Classification of work, forecasting nos. of jobs, conversion of job into	Interactive Session. Class room	Enables the students to understand Conversion of man	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press	CO3

	manpower, Conversion of man hours into manpower requirement.	discussion. Self-study. Online Case discussion	hours into manpower requirement	Assignment: Identify the work load analysis tools.	
12	HR Audit Definition of HR Accounting, concept, method and application.	Interactive Session. Class room discussion. Self-study.	Understand the effect of HR Accounting in an organization.	Paul Turner, CIPD Publishing Book chapter 1& 2	CO3
13	Human Resource cost Monetary Value approach. Investment in Employees H R Development.	Interactive Session. Class room discussion. Self-study.	Understand the different human resource cost.	Paul Turner, CIPD Publishing Book chapter 5& 6	CO4
14	Human Resource Accounting system Calculation of HR Cost. Calculation of ROI. Return on Investment.	Interactive Session. Class room discussion. Self-study.	Understand the calculation of HR cost and Calculation of ROI. Return on Investment	Paul Turner, CIPD Publishing Book chapter 7& 8 <i>Video on Human Resource Accounting System.</i> https://www.youtube.com/watch?v=EQjIYs2xGuU	CO2,CO3
15	HR Audit process and issues in HR Audit HR Audit report writing. Process of conducting HR Audit it opening and closing meeting.	Interactive Session. Class room discussion. Self-study.	It helps to students to understand the Audit process and how prepare the audit report, understand the different process of conducting HR audit	D.K.Bhattacharjee, Excel Books Book chapter 8	CO2

16	Technology in Human Resource Classification of training programme. Sequence of training method and identification of training needs.	Interactive Session. Class room discussion Self-study	To understand the different Sequence of training method and identification of training needs.	D.K.Bhattacharjee, Excel Books Book chapter 9 <i>Video on Training need analysis.</i> https://www.youtube.com/watch?v=X3cSAjHDeag	CO1, CO4
17	Technology in Human Resource Classification of training programme. Sequence of training method and identification of training needs.	Interactive Session. Class room discussion Self-study	To understand the different Sequence of training method and identification of training needs.	D.K.Bhattacharjee, Excel Books Book chapter 9	CO1, CO4
18	Classification of training programme. Sequence of training method and identification of training needs.	Interactive Session. Class room discussion Self-study	To understand the different Sequence of training method and identification of training needs.	D.K.Bhattacharjee, Excel Books Book chapter 9	CO1, CO4
19	Productivity, Quality, Compensation, Technology and Human Resource Management issues. Technology in Human Resource.	Interactive Session. Class room discussion. Self-study	Enable the students to understand the Quality, Compensation, Technology and Human Resource Management issues.	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press Book chapter 11& 12	CO1,CO2


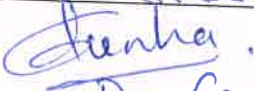
20	Measuring of Group value through The Likert & Browser Model. Concept of HR Score card.	Online Case study discussion Interactive Session. Class room discussion. Self-study	Enable the students to understand the Measuring of Group value through The Likert & Browser Model. Concept of HR Score card.	Michalle E.Moe Barak Book chapter 5 & 6	CO2
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8. Student Prep Activities (Total : hours 15)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case Study: HEG is the leading manufacturer and exporter of Graphite Electrodes in India. HEG is the world's largest single site plant of Graphite Electrodes
2	Case on Royal Handloom of India, Problem: It does not have a formal organizational chart.
3	Case Study: Apollo Hospital, Problem : Dr. Chandra Sekhar the administrator is a person with medical knowledge but lacks knowledge and skills involved in human resource management.
4	Assignment: Identify the work load analysis tools.
5	Video on Human Resource Accounting System. https://www.youtube.com/watch?v=EQjIYs2xGuU
6	Video on Training need analysis. https://www.youtube.com/watch?v=X3cSAjHDeag

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Human Resource planning - D.K.Bhattacharjee, Excel Books, , Oxford,University Press edition 2020.
2	Human Resource Forecasting & planning - Paul Turner, CIPD Publishing
3	Managing Diversity - Michalle E.Moe Barak
4	Human Resource Management - Uday Kr. Halsar & Juthika Sarkar, Oxford University Press

Prepared by: (Faculty name and signature with date)	 Dr. Parvinder Sharma
Approved by: HOD - Name and signature with date	 Dr. Carol D'cunha. 8/07/2021

Course Plan

Program	PGDM Finance/Marketing/HR
Course Code and Title	PGC 501 International Business
Course Credit	4
Academic Year	2021-22
Batch	2021-2023
Trimester	V
Duration (Hrs)	40 hrs
Name of the Faculty	Dr. Nazia Ansari
HOD	Dr. Vaishali Kulkarni

1. **Course Objective**

2. **Course Outcome (CO)**

Sr. No	At the end of the course students will be able to :
CO1	Understand the opportunity , scope and strategies of International Business
CO2	Understand the significance of International Business Environment
CO3	Analyse the cultural differences and its impact on International Business
CO4	Analyse the optimal way to enter a market and carry out International Business

3. **Course Outcome and Program Outcome mapping**

	PO1	PO2	PO3	PO4	PO5
CO1	H	H	-	L	-
CO2	H	M	-	-	
CO3	H	H	-	-	-
CO4	-	H	-	-	-

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction & Overview	2
2	Country Differences	4
3	The Global Trade & Investment Environment	4
4	The Global Monetary System	3
5	The Strategy & Structure of International Business	3
6	International Business Function	4

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Basic Course of Business Management

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended COs to be assessed
1	Continuous Assessment (Tests/ Assignments/ Presenattion/)	50	50%	CO1 CO2 CO3 CO4
2	Semester End Examination	50	50%	CO1 CO2 CO3 CO4
3	Total	100	100%	

7. Session Plan (Each session of 75 minutes) Total: 25/20 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO attended
1	Introduction & Overview of Globalization. Globalization of Markets, Globalization of Production.	Classroom discussion, case study	Understanding of basic concepts of Globalisation and Global Institutions. Also reviewing the main drivers of globalisation & antiglobalization protest	Boeing's Global Production System Case Study	CO1
2	The Emergence of Global Institutions, Drivers of Globalization, Antiglobalization Protests	Classroom discussion	Understanding of basic concepts of Global Institutions. Also reviewing the main drivers of globalisation & antiglobalization protest	Video of IMF & EU	CO1
3	Country Differences National Differences in Political Economy and Economic Development	Classroom discussion, case study, video discussion	To make the students understand about the political, cultural, economic and ethical differences among nations.	Charles W L Hill & Arun Kumar Jain, Chapter 2 & 3 Case Study 'Decline of Zimbabwe' Case Study 'Economic Development in Bangladesh'	CO3
4	Differences in Culture	Classroom discussion, case study	To make the students understand cultural, differences among nations	Charles W L Hill & Arun Kumar Jain, Chapter 4 'Emirates Group' Role Play	CO3
5	Differences in Legal environment	Classroom discussion, case study	To make the students understand legal differences among nations	Charles W L Hill & Arun Kumar Jain, Chapter 2 Case Study 'Did Walmart violate the foreign corrupt practices act?'	CO3

6	Differences in Ethical Environment in International Business	Classroom discussion, case study	To make the students understand about ethical differences among nations	Charles W L Hill & Arun Kumar Jain, Chapter 5 Situation Analysis	CO3
7	The Global Trade & Investment Environment International Trade Theory	Classroom discussion, case study, video discussion	Comprehensive understanding of importance of Trade Theory. Impact of FDI & Regional Economic Integration in International Trade	Charles W L Hill & Arun Kumar Jain, Chapter 6	CO2
8	The Political Economy of International Trade	Classroom discussion	Comprehensive understanding of Global Trade Environment	Charles W L Hill & Arun Kumar Jain, Chapter 7	CO2
9	Foreign Direct Investment,	Classroom discussion	Impact of FDI in International Trade	Charles W L Hill & Arun Kumar Jain, Chapter 8 'Case Study FDI in Retailing in India'	CO2
10	Regional Economic Integration	Classroom discussion	Impact of Regional Economic Integration in International Trade	Charles W L Hill & Arun Kumar Jain, Chapter 9	CO2
11	The Global Monetary System The Foreign Exchange Market, ,	Classroom teaching, case study discussion	To make the students well-versed in foreign exchange market, international monetary system and global capital market	Charles W L Hill & Arun Kumar Jain, Chapter 10	CO1
12	The International Monetary System	Classroom teaching, case study discussion	To make the students well-versed in international monetary system	Charles W L Hill & Arun Kumar Jain, Chapter 11	CO1
13	The Global Capital Market	Classroom teaching, case study discussion	To make the students well-versed in global capital market	Charles W L Hill & Arun Kumar Jain, Chapter 12	CO1

14	The Strategy & Structure of International Business The Strategy of International Business, Entry Strategy and Strategic Alliances	Classroom teaching, case study discussion	To acquaint students in different international business strategic alongwith entry strategies and importance of strategic alliances.	Charles W L Hill & Arun Kumar Jain, Chapter 13 Case Study 'Sony's Global Strategy'	CO1, CO4
15	The Organization of International Business,	Classroom teaching, case study discussion	To acquaint students in different international business organizational structure	Charles W L Hill & Arun Kumar Jain, Chapter 14 Case Study 'Unilever's Global Organization'	CO1, CO4
16	International Business Entry Strategy and Strategic Alliances	Classroom teaching, case study discussion	To acquaint students in different international business entry strategies and importance of strategic alliances.	Charles W L Hill & Arun Kumar Jain, Chapter 15 Case Study 'Starbuck's Foreign Entry Strategy'	CO1, CO4
17	Exporting, Importing, and Countertrade	Classroom teaching, case study discussion	In-depth understanding of International Business Functions and their application.	Charles W L Hill & Arun Kumar Jain, Chapter 16 Case Study 'TATA Motors & Exporting' Group Presentation	CO1
18	Global Production, Outsourcing, and Logistics,	Classroom teaching, case study discussion	In-depth understanding of International Business Functions and their application.	Charles W L Hill & Arun Kumar Jain, Chapter 17 Group Presentation	CO1
19	Global Marketing and R&D	Classroom teaching, case study discussion	In-depth understanding of International Business Functions and their application.	Charles W L Hill & Arun Kumar Jain, Chapter 18 Group Presentation	CO1
20	International Business Function Global Human Resource	Classroom teaching, case study discussion	In-depth understanding of International Business Functions and	Charles W L Hill & Arun Kumar Jain, Chapter 19 & 20	CO1

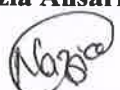
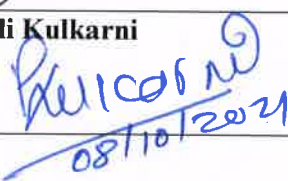
	Management, Accounting and Finance in the International Business		their application.	Group Presentation	
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8. Student Prep Activities (Total: 15/10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Studies
2	Group Presentation

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	International Business- Competing in the Global Marketplace - Charles W L Hill, Arun Kumar Jain, 10th edition, McGrawHill Education
2	Global Business- Mike W. Peng, Deepak K Srivastava, Cengage Learning
3	International Business- Czinkota, Ronkainen, Moffett, 8th Edition, Wiley
4	International Business- Rakesh Mohan Joshi, Oxford

Prepared by: (Faculty name and signature with date)	Dr. Nazia Ansari 
Approved by: HOD – Name and signature with date	Dr. Vaishali Kulkarni  08/10/2021

Course Plan

Program	PGDM (Marketing)
Course Code and Title	Marketing Metrics and Audit
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	5
Duration (Hrs)	40
Name of the Faculty	Dr. Mangesh Kasbekar
HOD - Incharge	Dr. Baisakhi Mitra / Dr. Joyeeta Chatterjee.

1. Course Objective

The key learning objective is to provide students with an overview of tools and techniques that can be used to quantify the strategic value of marketing initiatives and analyze the results to make better decisions.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to:
CO 1	Equip the students in understanding the basic tools & techniques used in Marketing Metrics and Measurements
CO 2	Instigate analytical thinking abilities for data based decision making
CO 3	Apply the tools & techniques in Marketing measurements for better decision making

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H			
CO2	H	H			
CO3	H	H			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Conceptual knowledge of Descriptive, Inferential, Perspective Analytics	1-3
2	Multivariate Analytics – Multiple Regression - Sales Forecasting	4-7
3	Multivariate Analytics – Exploratory Factor Analysis – NPD	8-10
4	Multivariate Analytics – Conjoint Analysis – Consumer Choices	11-13
5	Sales Force Management	14-15
6	Share Metrics	16-17
7	Profits & Profitability	18-19
8	Pricing, Product & Portfolio Management	20-21

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Students should have basic knowledge of Business Statistics (Descriptive Statistics)

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Mid-term Evaluation- Class Test would be conducted covering Marketing Matrics	Individual	20	CO1, CO2, CO3
2	Presentation with viva voce on the project conducted by students on any 1 Multivariate Analytics	Team of 6 students	30	CO1,CO2,CO3
3	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on the application of Marketing Matrics & Analytics	Individual	50	CO1,CO2,CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No. & Date	Topics/Unit	Pedagogy	Expected Learning Outcome	Activity/Resources (Books/Chapters /Case etc.	CO Attended
Unit 1: Conceptual Knowledge of Descriptive, Inferential Stats & HT					
1 11/10/21	Conceptual knowledge of Descriptive, Inferential, Perspective Analytics	Class Discussion		Class Quiz & Discussion	CO1
2	Case Discussion on Inferential Statistics	Class Discussion	Case Discussion on Hindustan Syringes	Power Point Pstn	CO1, CO2
3	Case Discussion on Hypothesis Testing	Class Discussion	Case Discussion on Hindustan Syringes	Power Point Pstn	CO1, CO2

Unit 2: Multivariate Analytics					
4	Multivariate Analysis-1 : Understanding Multiple Regression	Interactive Session	Understand the fundamentals of Multiple regression and its application		CO1
5	Sales Forecasting using Multiple Regression on SPSS	Case Study on SPSS	Understand the application of M.Reg for Sales forecasting	Case study on Electric Motor Manufacturer, Pg. no. 244-254, Marketing Research by Rajendra Nargundkar	CO2, CO3
6	Sales Forecasting using Multiple Regression on SPSS	Case Study on SPSS	Understand the application of M.Reg for Sales forecasting	Case study on Electric Motor Manufacturer, Pg. no. 244-254, Marketing Research by Rajendra Nargundkar	CO2,CO3
7	Sales Forecasting using Multiple Regression on SPSS	Case Study on SPSS	Understand the application of M.Reg for Sales forecasting	Case study on Electric Motor Manufacturer, Pg. no. 244-254, Marketing Research by Rajendra Nargundkar	CO2,CO3
8	Multivariate Analysis -2: Factor Analysis using SPSS	Interactive Session	Understand the fundamentals of Factor Analysis and its application		CO1

9	Multivariate Analysis -2: Factor Analysis using SPSS	Case Study on SPSS	Understand the application of Factor analysis in New product development	Case Study on Two Wheeler Manufacturer, Pg.No. 331-334, Marketing Research by Rajendra Nargundkar	CO2,CO3
10	Multivariate Analysis -2: Factor Analysis using SPSS	Case Study on SPSS	Understand the application of Factor analysis in New product development	Case Study on Two Wheeler Manufacturer, Pg.No. 331-334, Marketing Research by Rajendra Nargundkar	CO2,CO3
11	Multivariate Analysis -3: Conjoint Analysis using SPSS	Interactive Session	Understand the fundamentals of Conjoint Analysis and its application		CO1
12	Multivariate Analysis -3: Conjoint Analysis using SPSS	Case Study on SPSS	Understand the application of Conjoint analysis for analyzing consumer choices	Case Study on Paint Manufacturing Company, Pg.435-440, Marketing Research by Rajendra Nargundkar	CO2,CO3
13	Multivariate Analysis -3: Conjoint Analysis using SPSS	Case Study on SPSS	Understand the application of Conjoint analysis for analyzing consumer choices	Case Study on Paint Manufacturing Company, Pg.435-440, Marketing Research by Rajendra Nargundkar	CO2,CO3

Unit 3: Sales Force Management					
14	Analytics involved in Sales Force Management	Class Discussion	Should be able to formulate a sales force design required by a Sales Manager	Sales Force Design – Power points and Text book reference from Cavale & Havaladar	CO1
15	Analytics involved in Sales Force Management	Class Discussion	Should be able to formulate a sales force design required by a Sales Manager	Sales Force Design – Power points and Text book reference from Cavale & Havaladar	CO3
Unit 4: Share Metrics					
16	Understanding metrics: Market share, Relative market share, penetration, BDI	Class Discussion	Should be able to understand the basic share metrics	Power Point Presentation – Book of Marketing Metrics	CO1
17	Understanding metrics: CDI, Awareness, Attitude and Usage, satisfaction	Class Discussion	Should be able to understand the basic share metrics	Power Point Presentation – Book of Marketing Metrics	CO3



Unit 5: Profits & Profitability					
18	<p>Margins and Profits Selling price and channel margins, fixed and variable cost, marketing spending, breakeven analysis</p>	Class Discussion	Should be able to understand the concepts of Margins and Profits	Power Point Presentation – Book of Marketing Metrics	CO1
19	<p>Customer Profitability Customers, recency and retention, Acquisition Vs Retention spending</p> <p>Promotion Profitability Baseline sales, Incremental sales, Promotional Lift, redemption rates, deals</p>	Class Discussion	Should be able to understand the concepts of Customer and Promotional Profitability	Power Point Presentation – Book of Marketing Metrics	CO3
Unit 6: Pricing, Product & Portfolio Management					
20	<p>Product and Portfolio Management Trial, repeat and penetration volume projection, Cannibalization,</p>	Class Discussion	Should be able to understand the concepts of Product Portfolio Management	Power Point Presentation – Book of Marketing Metrics	CO1
21	<p>Pricing Price premium, Reservation price, Price Elasticity, Own & cross price elasticity</p>	Class Discussion	Should be able to understand the concepts of Metrics in Pricing	Power Point Presentation – Book of Marketing Metrics	CO3

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Activity1: Application of Multiple Regression on a product case of your choice
2	Activity 2: Application of Factor Analysis on a product case of your choice
3	Activity 3: Application of Conjoint Analysis on a product case of your choice
4	Activity 4: Class Exercise on Sales Force Design
5	Activity 5 : Class Test on Marketing Metrics
6	Discussion on Research Projects

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Marketing Research: Text & Cases - Dr. Rajendra Nargundkar – McGrawHill Publication, 4 th Edition
2	Marketing Metrics – Bendle, Farris, Pfeifer, Reibstien, Pearson

Prepared by: Faculty name and signature with date	 Prof. Dr. Mangesh Kasbekar
Approved by: HOD- Incharge Name and signature with date	 07/10/2024 Prof. Dr. Baisakhi Mitra / Dr. Jyoti Chatterjee.

Course Plan

Program	PGDM (Marketing)
Course Code and Title	Strategic Brand Management
Course Credit	04
Academic Year	2021-2022
Batch	2020-2022
Trimester	V
Duration (Hrs)	40
Name of the Faculty	Dr. Joyeeta Chatterjee
HOD	Dr. Joyeeta Chatterjee

 09/10/21

1. Course Objective

Brand Management starts with a comprehensive knowledge of a 'Brand.' The module enables the students to have a detailed understanding of brand as a concept, brand elements like name, logo, tag line, merchandise, design and any other feature that identifies a business house and its products and differentiates it from other brands. This course is absolutely essential for students who wishes to study marketing as an area specifically apart from other areas too. It is the Science of Crafting and Sustaining a brand.

This module is different in the sense that it focuses on branding and brand management and not studied in conjunction with other related subjects such as marketing and advertising. The teaching pedagogy will comprise of subject related classroom activity, solving related case studies and discussing current industry practices. Students shall be exposed to reading

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand why brands matter, know its functions and why are they so valuable to marketers.
CO2	Analyze brands by comprehending the tools for measuring brand and delving deeper into the concept of brand equity and customer based brand equity concept.
CO3	Familiarize the students with the strategies to build strong brands and integrate with marketing communications strategies for the same.
CO4	Strategies to manage and revitalize brands over time and describe the changes in marketing and consumer behaviour in a digital era.

3. Course Outcome and Program Outcome Mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H	M		M	
CO3		H		H	
CO4		H		H	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Brands and Strategic Management of Brand.	1-3
2	Customer Based Brand Equity, Brand Positioning and Values, Creation of New Brand	4-6
3	Choosing Brand Elements to Build Brand Equity, Managing Brands over Time	7-9
4	Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communication to Build Brand Equity, Developing a Brand Equity Measurement & Management System	10-13
5	Designing and Implementing Branding Strategies, Managing Brands over Geographical Boundaries and Market Segments	14-15
6	New Products and Brand Extensions	16
7	Contemporary Issues in Branding	17-18
8	Presentation of projects	19-20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Students are expected to have a sound knowledge of Marketing with working proficiency of computer skills and digital platform.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended COs to be assessed
1	Class Participation	Individual	10	CO1, CO2
2	Group Presentation of Case Study Solution	Individual	20	CO1, CO2, CO3, CO4
3	Brand Audit Activity	Individual	20	CO1, CO2, CO3, CO4
4	End Semester Examination- The end semester exam will cover the entire course and assess the students on their understanding, ability to apply and analyze the marketing strategy.	Individual	50	CO1, CO2, CO3, CO4
			100	

7. Session Plan (Each session of 75 minutes) Total:20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning Outcome	Activity/Resources (Books/Chapters/Case etc	CO attended
1-3; October 13, 14 and 19, 2021	Brands and Management of Brands <ul style="list-style-type: none"> Brands and Brand Management; Brands vs. Products, Why Do Brands Matter, (Consumers and Firms) Can Anything Be Branded? What Are the Strongest Brands? Branding Challenges and Opportunities, Strategic Brand Management Process. Emotional Branding; Sensory Branding 	Class-room session & case study	Understand the concepts and significance of branding;	Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5 th Edition- Keller, Swaminathan, Parameswaran and Issac Jacob. Chapter 1. PP 1-34 Discussions Coca Cola's Branding Lesson (Failure of New Coke) Adobe (B2B Branding) https://brandequity.economictimes.indiatimes.com/news/advertising/byjus-hits-pause-on-shah-rukh-khan-ads-after-son-aryan-khans-arrest/86884314	CO1, CO3
4-6 October 20,21and 26 2021	Customer Based Brand Equity, Brand Positioning and Values, Creation of New Brand <ul style="list-style-type: none"> Customer-Based Brand Equity; Brand Equity Concept. What Makes a Brand Strong, Sources of Brand Equity? Building a New Brand-Brand Prism Model; Strategies of Building a Strong Brand, Brand 	Class-room session & case study	Understand the Social Psychology of Brands as brands exists in the minds of market Comprehend the sources and outcomes of CBBE.	Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5 th Edition- Keller, Swaminathan, Parameswaran and Issac Jacob. Chapter 2, PP 39-50. Chapter 3, PP 82-114 Case Discussion Bookmyshow.com, Amul, Coke, Rupay, Air India and few more classic and contemporary brands	CO1, CO2, CO3

	Building Implications.				
7-9 October 27,28, 2021 & November 2, 2021	<p>Choosing Brand Elements to Build Brand Equity, Managing Brands over Time.</p> <ul style="list-style-type: none"> Brand Positioning and Values; Updating Positioning Over Time, Defining Brand Mantra, Internal Branding Brand Element Choice Criteria (Brand name, Logo, Logo Colour, Jingles). Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio. 	Class-room session & case discussion	Able to set the guidelines in developing a good brand positioning and analyze brand values by combining different brand elements.	<p>Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5th Edition-Keller, Swaminathan, Parameswaran and Issac Jacob.</p> <p>Chapter 2, PP 50-76. Chapter 4, PP 119-149</p> <p>Case Discussion</p> <p>The Maggi Noodle Safety Crisis in India (A) (B) (C) https://hbsp.harvard.edu/product/116038-PDF-ENG</p> <p>Brand Mantra- Nike, Disney</p>	CO1, CO2, CO3.
10-13 November 3, 9, 10 & 11, 2021	<p>Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communication to Build Brand Equity, Developing a Brand Equity Measurement & Management System</p> <ul style="list-style-type: none"> New Perspectives on Marketing Mix to develop Brand Equity. Conducting Brand Audit Overview of Marketing Communication; Developing IMC Programs Conducting Brand Audit, Brand Value Chain, Designing Brand Tracking Brand Hierarchy, Designing and Implementing Brand Architecture Strategies 	Class-room session & case discussion	Learn to comprehend the tools for measuring brand equity.	<p>Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5th Edition-Keller, Swaminathan, Parameswaran and Issac Jacob.</p> <p>Chapter 5, PP 157-187 Chapter 6, PP 199-227</p> <p>Chapter 9, PP 320-354 Chapter 12, PP434 – 474</p> <p>Case Discussion</p> <p>Coca Cola's Viral Ad "No Labels This Ramadan" https://www.youtube.com/watch?v=UToyc-AnEJ4</p> <p>ITC Limited: Nation First, J Ramachandran, K S Manikandan, Savithran Ramesh, IMB885-PDF-ENG, IIM Bangalore, August 2021. https://hbsp.harvard.edu/product/IMB885-PDF-ENG?Ntt=</p>	CO1, CO2, CO3, CO4
14-15 November, 16-17, 2021	<p>Managing Brands over Geographical Boundaries and Market Segments.</p> <ul style="list-style-type: none"> Rationale for Going International, Merits and De-Merits of Global Marketing Programs, Standardization vs. Customization, Global Brand Strategy, Building Global Customer-Based 	Class-room session & case discussion	<p>Understand the rationale for developing global brand</p> <p>Able to formulate strategic steps in developing global brand positioning.</p>	<p>Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5th Edition-Keller, Swaminathan, Parameswaran and Issac Jacob.</p> <p>Chapter 14, PP 528-560 Chapter 15, PP 565-593</p> <p>Case Discussion</p>	CO1, CO2, CO3, CO4



	Brand Equity.			Beyond binaries: understanding India's entertainment landscape in the post-pandemic world with reference to OTT Brands. https://www.afaqs.com/news/guest-article/beyond-binaries-understanding-indias-entertainment-landscape-in-the-post-pandemic-world	
16 November 18, 2021	New Product and Brand Extension <ul style="list-style-type: none"> Brand extensions, Co-Branding, Global Brands, Super brands, Private Labels and Generics, Celebrity Endorsed Brands Understanding how Consumers Evaluate Brand Extensions 	Class-room session & case discussion	Identify different patterns of brand extensions Understand customer evaluation methods of brand extension and gauge its contribution towards brand equity.	Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5th Edition- Keller, Swaminathan, Parameswaran and Issac Jacob. Chapter 13, PP 480-519 Case Study Discussion Gucci: Staying Relevant in Luxury over a Century. Nirmalya Kumar, Sheetal Mittal. SMU954-PDF-ENG, Singapore Management University. https://hbsp.harvard.edu/product/SMU954-PDF-ENG?Ntt=	CO1, CO2, CO3, CO4
17-18 November 23-24, 2021	Contemporary Issues in Branding <ul style="list-style-type: none"> Cult Branding, Managing Brand in the Digital Era 	Class-room session & case discussion	Describe changes in brand management and consumer behavior in a digital era	Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5th Edition- Keller, Swaminathan, Parameswaran and Issac Jacob. Chapter 7, PP 234-272 Brand World Summit 2021: The key to maintaining 'Taal' with consumers https://brandequity.economictimes.indiatimes.com/news/business-of-brands/brand-world-summit-2021-the-key-to-maintaining-taal-with-consumers/86857712	CO1, CO2, CO3, CO4
19-20 November 25 & 30, 2021	Students' Project Presentation on Brand Audit		Assessment of learning		CO1, CO2, CO3, CO4

8. Student Prep Activities (Total: 15/10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Study - Old Monk; Maggi, Royal Enfield
2	Case Study- Remaking Burberry's Image
3	Kia Motors: Positioning and Growth Strategies in India, Nitin Gupta. Ivey Publishing, W21161-PDF-ENG https://hbsp.harvard.edu/product/W21161-PDF-ENG?Ntt=
4	The story of how Ronald McDonald found a way into Ramesh and Rashmi's hearts https://www.afaqs.com/news/guest-article/the-story-of-how-ronald-mcdonald-found-a-way-into-ramesh-and-rashmis-hearts
5	Brand Extension of Gucci; McWrap, TESLA 3, Levi's-DENIZEN, Movie Sequels, Saffola Fittify, (FAMILY MAN, BREATHE, MONEY HEIST, SACRED GAME, KOTA FACTORY)
6	Learning from Myntra's experience: how a single graphic altered perception, https://www.afaqs.com/news/guest-article/learning-from-myntras-experience-how-a-single-graphic-altered-perception
7	PVR and NODWIN team up to turn cinema halls into esports stadiums, https://www.afaqs.com/news/media/unlike-theatrical-releases-esports-doesnt-require-multiple-screens-akshat-rathee-on-pvr-nodwin-gaming-partnership
8	Is the ICC T20 World Cup a good advertising platform to access and engage Female Audiences? https://www.afaqs.com/news/brands-and-sports-marketing/is-the-icc-t20-world-cup-a-good-advertising-platform-to-access-and-engage-female-audiences
9	Branding Darshans from Lord Ganesha, https://www.afaqs.com/news/guest-article/branding-darshans-from-lord-ganesha

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Strategic Brand Management- Building, Measuring and Managing Brand Equity, 5th Edition- Keller, Swaminathan, Parameswaran and Issac Jacob; 5 th Edition, Pearson Publication
2	www.afaqs.com / https://brandequity.economictimes.indiatimes.com/

Prepared by: (Faculty name and signature with date)	Dr. Joyeeta Chatterjee 
Approved by: HOD – Name and signature with date	Dr. Joyeeta Chatterjee 

Course Plan

Program	PGDM
Course Code and Title	Retailing Management
Course Credit	4
Academic Year	2021-2022
Batch	2020-2022
Trimester	V
Duration (Hrs.)	40
Name of the Faculty	Jayanta Sengupta
HOD	Dr Baisakhi Mitra / <i>Dr. Joyeeta Chatterjee</i>

1. Course Objectives (refer Syllabus)

This course enables the students to understand the paradigm shift that has taken over in the retail world and similarly in India. Students also learn to observe the shopping behavior of consumers of an emerging market like India and explore the processes of retail evolution along with economic growth in a country and acquainted with different strategies for small retailers.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Analyze & understand the retailing processes in modern day organized retail businesses, the environment within which these operate, and the institutions and functions that are performed. Also, achieve a foundation for working in retailing or related disciplines, while gaining an understanding of the concepts and tools used.
CO2	Interpret the applications of the principles of a retail business across various formats and markets.
CO3	Understand and appreciate the variables available to a manager in different functions with a retail business, and how to use these for the benefit of the business.
CO4	Formulate broad strategies and plans for a retail management business, and help to organize resources accordingly.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	Nil	M	Nil
CO2	H	M	Nil	H	Nil
CO3	H	M	Nil	Nil	Nil
CO4	H	H	M	M	M

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1 - Apply knowledge of management theories and practices to solve business problems.

PO2 - Foster Analytical and Critical Thinking abilities for data-based decision making.

PO3 - Ability to develop value-based leadership ability.

PO4 - Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

PO5 - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Modules

Module No.	Topic	Sessions (approx.)
1	<ul style="list-style-type: none"> • Introduction to Retailing & its significance; • The Global retail market & trends in Retail and e-tail industry – brief overview • Types of retailers, multichannel retailing 	3
2	<ul style="list-style-type: none"> • Retailing & consumer buying behavior 	2
3	<ul style="list-style-type: none"> • Retail market strategy • Strategic planning process 	3
4	<ul style="list-style-type: none"> • Retail locations & related matters • Store management, designs & VM 	4
5	<ul style="list-style-type: none"> • Category management & managing merchandise <ul style="list-style-type: none"> ○ Merchandize planning process ○ Buying merchandize 	2
6	<ul style="list-style-type: none"> • Other elements of strategy <ul style="list-style-type: none"> ○ Financial strategy ○ HR management ○ CRM & customer service ○ SCM ○ Store pricing & communication 	6

5. Pre-requisites /co-requisites (if any) from students

Sr. No	Details

1	Completion of Marketing Management, Sales & Distribution, SCM & Consumer Behavior courses.
2	Good communication skills.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Field project on different retailing formats	Group	20	CO1, CO2, CO3, CO4
2	Case study presentation	Group	10	CO1, CO3
3	Field project on store operations	Group	20	CO1, CO2
4	Trimester end Examination (covering the entire course)	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning Outcome	Activity/Resources (Books/Chapters/Case, etc.)
1	<ul style="list-style-type: none"> Introduction to retailing and modern organized retailing Evolution of retailing 	Lecture and discussion	Understand the basics & evolution of retailing in India and other markets.	Levy et al: Chapter 1
2	<ul style="list-style-type: none"> Types of Retailers 	Lecture and discussion	Gain familiarity with types of retail formats and the need for each	Levy et al: Chapter 2
3	<ul style="list-style-type: none"> Multichannel Retailing 	Lecture and discussion	Appreciate why brands use multi-channel retailing and understand their characteristics	Levy et al: Chapter 3
4	<ul style="list-style-type: none"> Customer Buying Behavior – 1 	Lecture and discussion	Gain insights on customer behavior in shopping at retail points	Levy et al: Chapter 4; Paco Underhill: The Call of the Mall, & Why we Buy
5	<ul style="list-style-type: none"> Customer Buying Behavior – 2 	Lecture and discussion	Gain insights into formulating retail marketing strategies	Levy et al: Chapter 4; Paco Underhill: The Call of the Mall, & Why we Buy

6	<ul style="list-style-type: none"> • Retail Market Strategy – 1 	Lecture and discussion	Understand the factors affecting business decisions for retail outlets.	Levy et al: Chapter 5; Paco Underhill: The Call of the Mall, & Why we Buy
7	<ul style="list-style-type: none"> • Retail Market Strategy – 2 	Lecture and discussion	Understand the factors affecting business decisions for retail outlets.	Levy et al: Chapter 5; Paco Underhill: The Call of the Mall, & Why we Buy
8	<ul style="list-style-type: none"> • Retail Site Locations – 1 	Lecture and discussion	Learn the factors affecting site locations and related matters.	Levy et al: Chapter 7, 8; Paco Underhill: The Call of the Mall, & Why we Buy
9	<ul style="list-style-type: none"> • Retail Site Locations – 2 	Lecture and discussion	Learn the factors affecting site locations and related matters.	Levy et al: Chapter 7, 8; Paco Underhill: The Call of the Mall, & Why we Buy
10	<ul style="list-style-type: none"> • Retail Site Locations – 3 	Lecture and discussion	Learn the factors affecting site locations and related matters.	Levy et al: Chapter 7, 8; Paco Underhill: The Call of the Mall, & Why we Buy
11	<ul style="list-style-type: none"> • SCM & Logistics in retail 	Lecture and discussion	Learn the key parameters that affect efficiencies in retail management.	Prof Rupesh Siyodia (Professor of logistics and SCM, NLDIMSR); Levy et al: Chapter 10
12	<ul style="list-style-type: none"> • Case discussions in retail management – 1 	Group discussions	Understand the business reasons behind successful retail strategy & operations.	See Section 8 below.
13	<ul style="list-style-type: none"> • Case discussions in retail management – 2 	Group discussions	Understand the business reasons behind successful retail strategy & operations.	See Section 8 below.
14	<ul style="list-style-type: none"> • Managing the store, layout & visual merchandising 	Lecture and discussion	Understanding basic factors in buying merchandising for a store or a chain of stores.	Levy et al: Chapter 16 & 17
15	<ul style="list-style-type: none"> • Merchandising & buying – 1 	Lecture and discussion	Understand how pricing decisions are taken in retail operations.	Levy et al: Chapter 12, 12A, 13

16	<ul style="list-style-type: none"> Merchandising & buying – 2 	Lecture and discussion	Learn about the key drivers and processes in managing a store.	Levy et al: Chapter 12, 12A, 13
17	<ul style="list-style-type: none"> Retail financial strategy 	Lecture and discussion	Learn about how the strategy impact financial objectives, and performance of the business	Levy et al: Chapter 6
18	<ul style="list-style-type: none"> HR management in retail 	Lecture and discussion	Understand the importance of customer service in delivering brand promises.	Levy et al: Chapter 9
19	<ul style="list-style-type: none"> Store pricing & communication 	Lecture and discussion	Understand about online retail and hybrid retail businesses.	Levy et al: Chapters 14, 15
20	<ul style="list-style-type: none"> CRM and customer service 	Lecture and discussion		Levy et al: Chapter 11

8. Student Prep Activities (Total: 15 hours)



(Subject to change without notice)

Activity	Details (Assignment, Case, Project, Field Work, Research Work, Etc.)
1	Field project on different retailing formats in Indian cities – this will entail secondary and primary research in groups.
2	Field project on store operations across different formats – this will also entail secondary and primary research in groups.
3	Case study discussions on following: <ul style="list-style-type: none"> Business Model for Indian Retail Sector – Café Coffee Day Impact of Consumer Loyalty Programs on Indian Retail Industry Logistics Management in Retail Industry Factors leading to Loyalty in Online Retailing Businesses The Effect of Private Brands on Retail Business Performance.
4	
5	

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details

1	Text Book: Retailing Management, by Levy, Weitz & Pandit – 8e, McGraw Hill
2	RETAIL 2020 IN INDIA, by Rajesh Kannan - IJARIE-ISSN(O)-2395-4396, Vol-1 Issue-1 2016 (available online)
3	RETAIL January 2018, Indian Brand Equity Foundation (available online)
4	RETAIL June 2020, Indian Brand Equity Foundation (available online)
5	The Call of the Mall, by Paco Underhill – Profile Books
6	Why we buy, by Paco Underhill – Simon & Schuster
7	(These will be supported by Guest Speakers from the retail industry covering topics such as strategy, merchandising, CRM in retail, etc.
8	
9	

Prepared by: (Faculty name and signature with date)	Jayanta Sengupta, Adjunct Professor – Marketing  23/09/21
Approved by: HOD – Name and signature with date	 08/10/21

Course Plan

Program	PGDM
Course Code and Title	Services Marketing
Course Credit	2
Academic Year	2021-22
Batch	2020-2022
Trimester	V
Duration (Hrs)	20
Name of the Faculty	Dr. Baisakhi Mitra
HOD Incharge	Dr. Baisakhi Mitra / <i>Dr. Joyeeta Chatterjee</i>


 07/10/2021

1. Course Objective

This course aims to familiarize the students with the key elements of services marketing and provide the students with a sound framework for identifying, analyzing and solving problems pertaining to service industries in both B2C and B2B.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the Expanded Marketing Mix for Services
CO2	Analyze the GAPS model in Services, its application across various service sectors and the various strategies to close the GAPS
CO3	Apply the various Customer Defined Service Standards across Service sectors
CO4	Understand the role of Boundary Spanners in Services

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
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CO1	H	H	H	H	H
CO2	H	H	H	H	H
CO3	H	H	M	M	M
CO4	H	H	M	H	H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction to Services, Service Industries, Categories of service Mix, Characteristics of Services, Services Goods Spectrum, Search, Experience and Credence qualities in Services	1
2	Service Marketing Mix, Traditional Marketing Mix, Expanded Marketing Mix for Services, Service Quality dimensions	1
3	The Gaps Model of Service Quality, The Customer Gap, The Provider Gaps, Provider Gap 1: the Listening Gap, Provider Gap 2: the Service Design and Standards Gap, Provider Gap 3: the Service Performance Gap, Provider Gap 4: the Communication Gap	2
4	Service Expectations, Types of Expectations, The Zone of Tolerance, Factors that Influence Customer Expectations of Service, Sources of Desired Service Expectations, Customer Perception of Services, Service Encounter	2
5	Customer Defined Service Standards and Types	1
6	Physical Evidence and Servicescapes	1
7	Delivering & Performing Service	1
8	Relationship Marketing in Services	1

5. Pre requisites /co requisites (if any) from students

Sr. No	Details

1	Completion of Strategic Marketing Management Course
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6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended COs to be assessed
1	Project on Application of Services Marketing concept across various sectors	Team of 4 students	10	CO1, CO2, CO3, CO4
2	Case Study Analysis on the various concepts of Services Marketing	Individual	10	CO1, CO3, CO4
3	Presentation on Assigned Topics	Team of 4 students	5	CO1, CO2, CO3, CO4
4	Trimester end Examination (covering the entire course)	Individual	25	CO1, CO2, CO3, CO4
	Total		50	

7. Session Plan (Each session of 75 minutes) Total: 12.5 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO attended
1	Introduction to Services, Service Industries, Categories of service Mix, Characteristics of Services, Services Goods Spectrum, Search, Experience and Credence qualities in Services	Lecture, example & discussion	Understand the basic concept of Services	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 1	CO1
2	Service Marketing Mix, Traditional Marketing Mix, Expanded	Lecture, examples & discussion, Case Study analysis	Understand the Expanded Mix for Services and identify the various determinants of Service Quality	Services Marketing, Zeithaml, Bitner, Gremler, Pandit,	CO1

	Marketing Mix for Services, Service Quality dimensions			Chapter 1	
3	The Gaps Model of Service Quality, The Customer Gap	Lecture, examples & discussion, Case Study analysis	Understand the basic aspect of Customer Gap	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 2	CO2
4	The Gaps Model of Service Quality: The Provider Gaps, Provider Gap 1: the Listening Gap, Provider Gap 2: the Service Design and Standards Gap, Provider Gap 3: the Service Performance Gap, Provider Gap 4: the Communication Gap	Lecture, examples & discussion, Case Study analysis	Understand the Provider Gaps and the strategies to close the GAPS	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 2	CO2
5	Service Expectations, Types of Expectations, The Zone of Tolerance, Factors that Influence Customer Expectations of Service, Sources of Desired Service Expectations,	Lecture, examples & discussion	Understand the various factors of Desired and Adequate Service Expectations	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 3	CO1
6	Customer Perception of Services, Customer Satisfaction, Service Encounter, Types and Critical themes in Service Encounter	Lecture, examples & discussion	Understand the various aspects of Customer Perception, types of encounter and developing a cascade for encounter	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 4	CO4
7	Customer Defined Service	Lecture, examples &	Understand the importance of Hard	Services Marketing,	CO3


	Standards and Types- Hard and Soft	discussion, Case Study analysis	and Soft Customer Defined Service Standards in Services Marketing	Zeithaml, Bitner, Gremler, Pandit, Chapter 9	
8	Physical Evidence and Servicescapes, Types of Servicescapes, Strategic Roles of the Servicescape	Lecture, examples & discussion	Understand the significance of Physical Evidence in tangibilizing the Service	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 10	CO1
9	Delivering & Performing Service- Employees' Role in Service Delivery, Customers' Roles in Service Delivery	Lecture, examples & discussion	Learn about the various strategies of delivering Service Quality through People	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 11 & 12	CO4
10	Relationship Marketing in Services- Relationship Value of Customers, Customer Profitability Segments, Relationship Development Strategies	Lecture, examples & discussion	Learn about the importance of Relationship Marketing in Services	Services Marketing, Zeithaml, Bitner, Gremler, Pandit, Chapter 6	CO4

8. Student Prep Activities (Total: 7.5 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Study- The Columbia Asia-A Service Culture that Differentiates
2	Case Study: An International Retailer Puts Customers in the Wish Mode to Begin Closing the GAPS
3	Case Study- "Jeen Haan" HP Gas- Promise Yahi Weight Sahi
4	Case Study- Tata Consultancy Services- Experience Certainty
5	Case Study- Service Standards At Four Seasons: Global and Local Norms

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Services Marketing, Zeithaml, Bitner, Gremler & Pandit, Mc Graw Hill, 6e
2	Services Marketing- People, Technology, Strategy -Jochen Wirtz, Christopher Lovelock and Jayanta Chatterjee; (2018) 8e, Pearson
3	Service Management- Operations, Strategy, Information Technology -James A. Fitzsimmons, Mona J. Fitzsimmons and Sanjeev K. Bordoloi (2018)

Prepared by: (Faculty name and signature with date)	Dr. Baisakhi Mitra Mustaphi Baisakhi Mitra Mustaphi
Approved by: HOD Incharge – Name and signature with date	Dr. Baisakhi Mitra Mustaphi Baisakhi Mitra Mustaphi Dr. Joyeeta Chatterjee.  07/10/2021

Course Plan

Program	PGDM
Course Code and Title	Neuroscience and Consumer Behaviour
Course Credit	2
Academic Year	2021-2022
Batch	2020-2022
Trimester	V
Duration (Hrs.)	20
Name of the Faculty	Jayanta Sengupta
HOD	Dr Baisakhi Mitra / <i>Dr. Joyketa Chatterjee</i>

1. Course Objectives (refer Syllabus)

There has been an increasing need felt to understand business and consumer buying decisions. Several researches have been conducted over the last couple of decades in this direction and the developments in the area of neuroscience and neuromarketing are re-defining the understanding of consumers decision making from a marketing perspective.

This course helps the students to understand the basics of human brain and enables them to understand how the brain receives stimuli and processes them to take decision in the marketplace. The course develops the students' ability to understand how the knowledge of the application of neuroscience in consumer buying behavior can help them in taking better decisions in different business contexts.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the importance of consumer psychology in influencing consumer behavior.
CO2	Interpret consumer behavior in terms of learning, motivation and interpretation of information by consumers.
CO3	Appreciate how to influence consumer behavior through various marketing stimuli.
CO4	Nil

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	Nil	H	Nil
CO2	H	M	Nil	H	M
CO3	H	M	Nil	Nil	M
CO4	Nil	Nil	Nil	Nil	Nil

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1 - Apply knowledge of management theories and practices to solve business problems

PO2 - Foster Analytical and Critical Thinking abilities for data-based decision making

PO3 - Ability to develop value-based leadership ability

PO4 - Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5 - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions (approx.)
1	Decision Making Models; Attention, Perception, Motivation and Opportunity (partial recap from Consumer Behavior course)	3
2	Introduction to Neuroscience and some key research findings.	1
3	Psychology of cognition and learning – introduction.	1
4	Information processing in learning and memory – some theories of learning	3
5	Neuropsychological basis of learning and memory; models of information processing.	1
6	Influence of these theories and models on consumer behavior and brands, etc.	1

5. Pre-requisites /co-requisites (if any) from students

Sr. No	Details
1	Completion of Consumer Behavior course.
2	Good communication skills.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
2	Reports on applications of neuromarketing – refer to readings and cases below (Sections 8 and 9); topics to be given later.	Group	25	CO1, CO2, CO3
3	Trimester end Examination (covering the entire course)	Individual	25	CO1, CO2, CO3
	Total		50	

7. Session Plan (Each session of 75 minutes) Total: 12.5 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning Outcome	Activity/Resources (Books/Chapters/Case, etc.)
1	Consumer decision making model – Schiffman & Kanuk	Lecture, example & discussion	Understand the stages of a consumer's journey in the process of taking a buy decision	Schiffman & Kanuk
2	Consumer decision making model – Engel, Blackwell & Miniard	Lecture, examples & discussion	Understand the stages of a consumer's journey in the process of taking a buy decision	The Consumer Decision-Making Process: The EBM Model – University of Pretoria
3	Summary of stimuli, responses and the journey to closure	Lecture, examples & discussion	Appreciate how the consumer's mind works in taking decisions	Cognitive Psychology, Learning & Memory - MPC 001, IGNOU
4	Neurosciences and neuromarketing – introduction	Lecture, examples & discussion	Learn about the techniques used in neurosciences & the outputs from neuromarketing research	Neuromarketing: What You Need to Know, Eben Harrell, Harvard Business Review, January 23, 2019. Neuromarketing for Dummies, by Genco, Pohlmann & Steidl, Wiley; Buy.Ology, Martin Lindstrom – Currency Books
5	Neurosciences & psychology – tools and uses	Lecture, examples & discussion	Learn about concepts like applications of neuroscience tools in marketing.	Neuromarketing for Dummies, by Genco, Pohlmann & Steidl, Wiley; Consumer Behaviour through the Eyes of Neurophysiological Measures, Patrizia Cherubino et al.
6	Experimentation and	Class	Learn about	Example A, Section 8

	application of Neuromarketing – 1	discussion	concepts like cognition, affect, and other elements of psychology	below
7	Experimentation and application of Neuromarketing – 2	Class discussion	Understand theories of learning and how these are applied in real life	Example B, Section 8 below
8	Experimentation and application of Neuromarketing – 3	Class discussion	Understand theories of learning and how these are applied in real life	Example C, Section 8 below
9	Experimentation and application of Neuromarketing – 4	Class discussion	Learn how the brain arranges and processes information.	Example D, Section 8 below
10	Summary of learnings & possible applications in Indian product categories, and customer segments	Class discussion	Appreciate applications of theory into practice & limitations thereof.	

8. Student Prep Activities (Total: 7.5 hours)

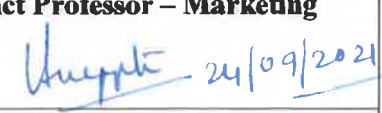
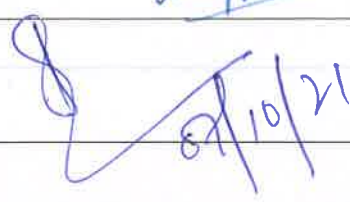
(Subject to change without notice)

Activity	Details (Assignment, Case, Project, Field Work, Research Work, Etc.)
1	A. Case Study – Neuromarketing: Influence of Music on Advertising
2	B. Case Study – Neuromarketing & Food Packaging
3	C. Case Study – Neuromarketing Approach in Social Media
4	D. Case Study – Neuromarketing & Food Brands
5	

9. Books, Reading Materials, Other Resources (databases/journals/periodicals) prescribed

Sr. No	Details
1	Text Book: Consumer Behaviour, by Schiffman & Kanuk – PHI Learning (already distributed)
2	Cognitive Psychology, Learning & Memory - MPC 001 (Block I, Units 1, 2, 3 & 4), IGNOU School of Social Sciences
3	The Consumer Decision-Making Process: The EBM Model – University of Pretoria
4	Buy.Ology, Martin Lindstrom – Currency Books

5	Neuromarketing for Dummies, by Genco, Pohlmann & Steidl, Wiley
6	Neuromarketing: What You Need to Know, Eben Harrell, Harvard Business Review, January 23, 2019
7	Consumer Neuroscience [Introduction & Examples], Bryn Farnsworth (https://imotions.com/blog/consumer-neuroscience-understanding-consumer-behavior/)
8	Consumer Behaviour through the Eyes of Neurophysiological Measures, Patrizia Cherubino et al (Computational Intelligence and Neuroscience, Volume 2019, Article ID 1976847, 41 pages https://doi.org/10.1155/2019/1976847)

Prepared by: (Faculty name and signature with date)	Jayanta Sengupta, Adjunct Professor – Marketing  24/09/2021
Approved by: HOD – Name and signature with date	 07/10/21

Course Plan

Program	PGDM
Course Code and Title	International Finance (PGF304)
Course Credit	4
Academic Year	2021-2022
Batch	2020-2022
Trimester	V
Duration (Hrs)	40
Name of the Faculty	Sangeeta Pandit
HOD	Dr. Tarun Agarwal

1. Course Objective:

This course aims to familiarize the students with various concepts underlying the global economic environment, international trade, and economics. It will also give an insight to the various exchange rate systems prevailing in the world and explain the features and functioning of the foreign exchange market. This course will enable the students to understand the complexities behind different foreign exchange instruments including forwards, futures, options, swaps etc.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand macro economic factors influencing International Finance, meaning, need and evolution of International Finance
CO2	Get familiarized with the various exchange rate systems, their pros and cons
CO3	Be able to apply quantitative techniques to calculate impact of various international finance products
CO4	Become familiar with the accounting methods for foreign trade followed by Nations and drivers of International Trade

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M	H	H	H	L
CO2	H	H	M	L	H
CO3	H	M	H	M	H
CO4	L	H	M	H	H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data-based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions (25 hrs. classroom learning + *15 hrs.-off classroom assignments & reading)
1	Introduction to International Finance Introduction to International Finance, Financial decisions for MNCs, Risk Composition and Market Imperfections, New Markets, Products and Technologies, Asynchronous Business Cycles, Tax Advantages, Absolute and Comparative Advantages.	3+*2
2	Balance of Payment The Current Account, Capital Account and Reserve Account, BOP Accounting and imbalances, Devaluation, J-curve and Controlling Capital Flows, Factors affecting Exchange Rates	3 +*2
3	International Monetary System Evolution of IMS thru Bimetallism, Gold Specie Standard, Classical Gold Standard and the Bretton Wood System, European Monetary System, Smithsonian Agreement, Fixed and Floating Exchange Rate System, Dollarization, Currency Board, Currency Pegs, Trilemma of Economics	3+*2

4.	Foreign Exchange Arithmetic Exchange rate quotations and conventions, Distinction between Direct and Indirect Rates, Classification and characteristics of Exchange Rates, Vehicle Currency and calculation of spreads and cross rates, Arbitrage Speculation and Trading, Classification of Rates in terms of Settlements	5+*3
5	Foreign Exchange Markets Structures and Features of Foreign Exchange Rates, Merchant and Interbank Markets, Cross Rates, Spot Rates, Forward Rates and Triangular Arbitrage, Forward Contracts, Forward Premium/Discounts, Outright Forwards, Broken Date Forward Quotations, Forward Schedules, Forward-Forward Swap, Annualized Forward Margins, Covered Interest Rate Parity Theory and Interest Rate Arbitrage, Borrowing and Investment Decisions, Nominal and Effective Exchange Rates, Euro Currency Markets, Petro Dollars, Off-Shore Markets.	5+*3
6	Foreign Exchange Products Currency Futures and Currency Options, Basic Option Strategies including Bull-Spread, Bear Spread, Ratio Spreads, Covered Write, Butterflies and Calendar Spreads, Currency Exotics including Range Forwards, Risk Reversals, Barrier Options, Knock-in and Knock-outs, Mechanics of Interest Rate Swaps and its valuation both as a bond and as a forward rate agreement, Mechanics of Currency Swaps and its valuation both as a bond and as a forward rate agreement, Credit Default Swaps and its role in Sub-prime crisis, Valuation of Credit Default Swaps	6+*3
	TOTAL	25+*15

5. Prerequisites /co requisites (if any) from students

Sr. No	Details
1	Daily reading of Financial Newspaper, referring to recommended textbook

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Presentation on current issue relating to International Finance	Group	20	CO1 to CO2
2	Solving of Case Study covering Forex issues	Individual	20	CO1 to CO4
3	Final Exam	Individual	60	CO1 to CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc.	CO attended
1	1-Introduction: Introduction to International Finance Introduction to International Finance, Financial decisions for MNCs, Risk Composition and Market Imperfections.	Lecture & Interactive discussion	To understand the environment in the Corporate world and their processes	Recommended textbook & current news	CO1 to CO4
2	1-Introduction: Introduction to International Finance - New Markets, Products and Technologies, Asynchronous Business Cycles,	PPT & discussion	To get an exposure to the tools used by Industry and challenges they face	Recommended textbook & current news	CO4
3	1-Introduction: Introduction to International Finance - Tax Advantages, Absolute and Comparative Advantages. 2.Balance of Payment The Current Account Capital Account and	Case Study & Quiz	To grasp the taxation, regulatory and economic aspects of International trade & commerce	Recommended textbook & current news	CO2

	Reserve Account				
4	2.Balance of Payment BOP Accounting and imbalances, Devaluation, J-curve and Controlling Capital Flows	Case Study	To be familiarized with economic situation in India and other countries	Recommended textbook & current news	CO3, CO4
5	2.Balance of Payment - Factors affecting Exchange Rates	Referring to Articles & Interactive discussion & Quiz	To understand currency concept in cross country trade	Recommended textbook & current news	CO3, CO4
6	3.International Monetary System Evolution of IMS thru Bimetallism, Gold Specie Standard, Classical Gold Standard and the Bretton Wood System.	PPT	To inform of the history, evolution and current situation of exchange rate valuation	Recommended textbook & current news	CO2
7	3.International Monetary System European Monetary System, Smithsonian Agreement, Fixed and Floating Exchange Rate System, Dollarization, Currency Board, Currency Pegs.	Case Study	To understand the role of International bodies like IMF	Recommended textbook & current news	CO1. CO2
8	3.International Monetary System Trilemma of Economics.	Referring to Article & Interactive discussion & Quiz	To understand the interplay of trade, economics and exchange rate regimes	Recommended textbook & current news	CO1 to CO4
9	4.Foreign Exchange Arithmetic Exchange rate	PPT	To learn the quantitative techniques used	Recommended textbook & current news	CO3, CO4

	quotations and conventions, Distinction between Direct and Indirect Rates				
10	4.Foreign Exchange Arithmetic Classification and characteristics of Exchange Rates, Vehicle Currency and calculation of spreads and cross rates	Use of Excel tools & case-lets	To be able to find quantitative solutions to exchange rate problems	Recommended textbook & current news	CO3, CO4
11	4.Foreign Exchange Arithmetic Exchange rate quotations and conventions Arbitrage Speculation and Trading	Use of Excel tools & case-lets	To solve exchange rate issues in real time using tools	Recommended textbook & current news	CO1,CO2
12	4.Foreign Exchange Arithmetic Classification of Rates in terms of Settlements	Article & Interactive discussion & classwork	To solve exchange rate issues in real time using tools	Recommended textbook & current news	CO1-CO4
13	5.Foreign Exchange Markets Structures and Features of Foreign Exchange Rates, Merchant and Interbank Markets	PPT	To understand the formal & informal international finance markets	Recommended textbook & current news	CO1, CO2
14	5.Foreign Exchange Markets Cross Rates, Spot Rates, Forward Rates and Triangular Arbitrage	Use of Excel tools & case-lets	To grasp the nuances of exchange rate calculation	Recommended textbook & current news	CO3, CO4
15	5.Foreign Exchange Markets	Use of excel tools & case	To understand how hedging & trading is done in FOREX	Recommended textbook & current	CO3, CO4

	Forward Contracts, Forward Premium/Discounts, Outright Forwards, Broken Date Forward Quotations, Forward Schedules, Forward-Forward Swap, Annualized Forward Margins	lets		news	
16	5. Foreign Exchange Markets Covered Interest Rate Parity Theory and Interest Rate Arbitrage, Borrowing and Investment Decisions, Nominal and Effective Exchange Rates, Euro Currency Markets, Petro Dollars, Off-Shore Markets. 6. Foreign Exchange Products Currency Futures and Currency Options,	PPT & Quiz	To learn the theoretical aspect of exchange rate determinants	Recommended textbook & current news	CO2, CO4
17	6. Foreign Exchange Products Basic Option Strategies including Bull-Spread, Bear Spread, Ratio Spreads, Covered Write, Butterflies and Calendar Spreads	Case studies		Recommended textbook & current news	CO3, CO4
18	6. Foreign Exchange	Case Lets	To understand hedging & trading	Recommended textbook & current	CO1, CO3, CO4

	Products Currency Exotics including Range Forwards, Risk Reversals, Barrier Options, Knock-in and Knock-outs, Mechanics of Interest Rate Swaps and its valuation both as a bond and as a forward rate agreement		strategies	news	
19	6.Foreign Exchange Products Mechanics of Currency Swaps and its valuation both as a bond and as a forward rate agreement, Credit Default Swaps and its role in Sub-prime crisis,	PPT & reference to article	To grasp the way international finance deals, happen	Recommended textbook & current news	CO3, CO4
20	6.Foreign Exchange Products Valuation of Credit Default Swaps	Use of Excel tools & case-lets & VIVA	To apply quantitative techniques in valuation aspect of International Finance	Recommended textbook & current news	CO1 to CO4

8. Student Prep Activities (Total: 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc.)
1	Recommended textbook of Apte
2	All current news relation to International news
3	To go to sites cleartax, moneycontrol, valueresearch websites & surf international transactions & their regulatory aspects
4	

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	
2	

Prepared by: (Faculty name and signature with date)	SANGEETA PANDIT <i>S.S. Pandit</i> 08/10/2021
Approved by: HOD – Name and signature with date	<i>Suman Jaiswal</i> 08/10/2021



N. L. Dalmia®
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	Post Graduate Diploma in Management (PGDM)
Course Code and Title	PGF308 Mergers, Acquisitions & Corporate Restructuring (MACR)
Course Credit	4
Academic Year	2021 – 2022
Batch	2020 – 2022
Trimester	V
Duration (Hrs.)	40
Name of the Faculty	Prof. Tapas Mitra
HOD	Dr. Tarun Agarwal

1. Course Overview

Large to largest of companies, even behemoths and medium sized, have been using M&A activities making it a part of their day-to-day operations to grow and enhance competitive advantage. The course provides mergers and acquisitions as modern business strategy for growth and unlocking value. It will be useful for future corporate managers for their career in corporate strategy & finance. This course is designed to make students understand the framework and the way businesses can be expanded and/or focused on specific long-term objectives.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to:
CO1	Understand functions of finance with respect to MACR aligned to the overall company objective of creation of value for shareholders and other stakeholders;
CO2	Understand and apply important principles and tools of MACR for performing the goals and functions;

CO3	Understand and apply the concepts of (i) strategic finance on restructuring and (ii) integration; on different decisions of growth, synergy and competitive advantage in finance in its day-to-day management; and
CO4	Understand, apply and guide the management with the principles of integration in its operations.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	H		H
CO2	H	H		M	M
CO3	M	L	H	M	
CO4	H		M		H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data-based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Need for restructuring	1
2	Introduction to Mergers and Acquisitions: Concepts, Meaning, Types and Characteristic Features, Definitions of Mergers, Acquisitions, spin off, split off, split up, Types: Horizontal, Vertical: Forward / back ward, reverse mergers, Various forms of Restructuring, viz Mergers, Acquisitions, Amalgamation, Slump Sales, Take Overs, Spin-off etc. and implications thereof vis-a-vis strategic.	3
	M&A theories and Motives: Efficiency theories, Diversification, Synergy, market share, Empire building, Information and signaling, Agency issues and M&A as solution	2
3	Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies vis-a-vis compliance therewith	3

4	Mergers & the Market for Corporate Control – what is control worth, features of a merger, accounting treatment, strategic acquisitions involving stock, sources or rearrangements of value, valuation analyses for acquisitions, corporate voting and control, tender offers and company resistance.	4
5	Corporate and Distress Restructuring – equity carve outs, going private and leveraged buyouts, leveraged recapitalization, distress restructuring, gaming with rule of absolute priority	4
6	Deal structuring and due diligence	2
7	Post-merger integration	1
	Total	20

5. Prerequisites /co requisites (if any) from students

Sr. No	Details
1	Sound knowledge of corporate finance & strategy and clear understanding of application of economic principles in business. Students should brush up on their learnings from subjects such as Financial Management, Analysis of Financial Statements, Corporate Valuations, and Strategic Financial Management.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Assignment / Class Test / Quiz/ Case study etc	Individual/Group	20	CO1 & CO2
2	Presentation/viva voce/ role play/ class participation etc	Group	10	CO2 & CO3
3	Projects / Field work/ Research/ Live Project etc	Group	20	CO2 & CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3 & CO4
	Total		100	

7. Session Plan (Each session of 75 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)	CO Attended
1	Need for restructuring	Classroom discussions	Understand need & environment and develop intended features of target	Case study – Dollar Tree acquiring Family Dollar. Text Book – Chapter 1	CO1 and CO2

				- pages 10 to 20. As also ppt in class.	
2	Introduction to Mergers and Acquisitions:	Classroom lectures & discussions	Understand the different concepts of M & A	Text Book – Chapter 2 – pages 25 to 27. As also ppt in class.	CO2 & CO3
3	Introduction to Mergers and Acquisitions:	Classroom lectures & discussions	Understand the different types and forms of M & A activities	Text Book – Chapter 2 pages – 27 to 33. As also ppt in class.	CO2 & CO3
4	Introduction to Mergers and Acquisitions:	Classroom lectures & discussions	Implications of different types; to understand whether & how it could be value for shareholders.	Ppt in class.	CO1, CO2 & CO3
5	M&A theories and Motives	Classroom discussions.	Understand the different theories and motives that lead to M & A	Text Book – Chapter 2 pages 33 to 37; Chapter 3 pages – 41 to 61. As also ppt in class.	CO2 & CO3
6	M&A theories and Motives	Classroom discussions.	Application of theories in different structures	Text Book – Chapter 3 pages – 63 to 70; Chapter 8 – pages 191 to 209. As also ppt in class.	CO2 & CO3
7	Statutory regulations under Indian Laws	Classroom discussions.	Understand important and relevant provisions of Companies Act, 2013.	PPT and discussions in class.	CO3 & CO4
8	Statutory regulations under Indian Laws	Classroom discussions.	Understand important and relevant provisions of SEBI Takeover Code, 2011.	PPT and discussions in class.	CO3 & CO4
9	Statutory regulations under Indian Laws	Classroom discussions.	Understand important and relevant provisions of Insolvency and Bankruptcy Code, 2016	PPT and discussions in class.	CO3 & CO4
10	Mergers & the Market for Corporate Control	Classroom discussions.	Understand what is control worth; Features, Acquisitions involving stock, developing and implementation of	PPT and discussions in class.	CO2 & CO3

			an M & A plan		
11	Mergers & the Market for Corporate Control	Classroom discussions.	Understand the sources or rearrangements of value, valuation analyses for acquisitions and valuation modelling and basics.	PPT and discussions in class. Text Book – Chapter 11 and Chapter 12.	CO1, CO2 & CO3
12	Mergers & the Market for Corporate Control	Classroom discussions.	Understand the valuation of privately held firms and application of financial models	Text Book - Chapters 15 – pages 357 to 370 PPT and discussions in class.	CO1 CO3 ^
13	Mergers & the Market for Corporate Control	Classroom discussions.	Understand the corporate voting & control, tender offers and company resistance and empirical evidence on mergers and takeovers	PPT and discussions in class; Case: Rayovac Corporation.	CO2 & CO3
14	Corporate and Distress Restructuring	Classroom discussions.	Understand divestitures in general, voluntary liquidation, sell-offs, spin-offs, etc.	Text Book – Chapter 4 – pages 75 to 97; PPT and discussions in class.	CO2 & CO3
15	Corporate and Distress Restructuring	Classroom discussions.	Analyse equity carve-outs, going private and LBOs, leveraged recapitalization.	Text Book – Chapter 16 – pages 373 to 390; PPT and discussions in class.	CO2 & CO3
16	Corporate and Distress Restructuring	Classroom discussions.	Understand distress restructuring.	PPT and discussions in class.	CO2 & CO3
17	Corporate and Distress Restructuring	Classroom discussions & interactions.	Understand gaming with the rule of absolute priority	PPT and discussions in class.	CO2 & CO3
18	Deal structuring and due diligence	Classroom discussions & interactions.	Understand the issues pertaining to deal structuring – such as taxation, financing, etc.	PPT and discussions in class. Chapter 17 – pages 393 to 420.	CO1, CO2 & CO3
19	Deal structuring and due diligence	Classroom discussions & interactions.	Understand the due diligence process to analyse the target	PPT and discussions in class.	CO3



20	Post-merger integration	Classroom discussions & interactions.	Understand the integration process and its necessity	Text Book – Chapter 22 - pages 511 to 519; PPT and discussions in class.	CO4
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8. Student Prep Activities (Total: 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case: Dollar Tree acquiring Family Dollar
2	Case: RAYOVAC Corporation
3	Case: MYLAN thwarted in hostile takeover of PERRIGO – to understand implications of hostile takeovers.
4	Case: Chrysler Corporation – Negotiations between Daimler and Chrysler
5	Assignments – on one case on Synergy, Fin. Model, Strategy, Negotiation points, Due diligence points, Financing the deal, Approval process and compliance requirements, Post-merger integration points.

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Mergers and Acquisitions – strategy, valuation, leveraged buyouts and financing by Sheeba Kapil & Kanwal Kapil, 2 nd edition – Wiley India Private Limited – Text Book.
2	Mergers & Acquisitions and Other Restructuring by Donald M. Depamphilis, 10 th edition
3	Mergers, Acquisitions and Corporate Restructurings 5 th edition by Gaughan P A, John Wiley
4	The Art of M&A – 5 th edition A Merger & Acquisition Buyout guide by Alexandra Reed Lajoux

Prepared by: (Faculty name and signature with date)	TAPAS MITRA  7/10/2021
Approved by: HOD – Name and signature with date	 7/10/2021



Course Plan

Program	PGDM
Course Code and Title	Financial Analytics /
Course Credit	2
Academic Year	2021-22
Batch	2020-22
Trimester	Vth
Duration (Hrs)	20 Hours
Name of the Faculty	Dr. Sachin Kumar Mittal
HOD	Dr. Tarun Agarwal

1. Course Overview

This course prepares students to employ essential ideas and reasoning of quantitative techniques in the field of financial analytics. The course provides students a deep understanding and insight of the relevant statistical, econometrical and analytical tools applicable for Financial Analytics. The students will learn analytical techniques for financial decision making by using software like Excel.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concept of financial analytics in financial decision making
CO2	Describe time series data and develop forecasting models
CO3	Analyse the credit risk data and evaluate the creditworthiness of borrower
CO4	Analyse financial investment data for more meaning full investment decisions /

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2		H		M	
CO3		H		M	
CO4		H		M	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster analytical and critical thinking abilities for data-based decision making

PO3-Ability to develop value-based leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules (Syllabus)

Module	Topic	Sessions
Contact Sessions (75 Min. each)		
I	Introduction to Financial Analytics Meaning, Evolution & Scope of Financial Analytics, Application areas of analytics to financial services	1-2 (2 Sessions)
II	Statistics and Time Series Analysis Simple linear regression, Curve fitting, Multiple regression, Regression diagnostics, Time series vs Causal models, Moving averages, Exponential smoothing, Trend, Seasonality, Cyclicity	3-6 (4 Sessions)
III	Data Analytics Using Advanced Excel Describing Numeric Data, Covariance and Correlation, Working with Reports, What If Analysis, Trend Analysis	7-8 (2 Sessions)
IV	Credit Risk Management and Modelling Decision Tree, Optimization Model, Multistep Simulation	9-10 (2 Sessions)
V	Data Visualization & Presentations, Portfolio Management Dash Board Creation, Dynamic Chart - Designing and Analysis, Portfolio Performance Analysis Risk and Return Analysis	11-13 (3 Sessions)

5. Pre requisites from students

Sr. No	Details
1	The students should have a moderate knowledge of excel and statistics. They must also have good understanding of financial management, portfolio management theories and risk management tools.

6. Detailed Assessment Plan

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
Internal Evaluations (Continuous Assessments)				
1	Class Participation	Individual	5	CO1, CO2, CO3 & CO4
2	Quiz (Best out of two)	Individual	5	CO1, CO2, CO3 & CO4
3	Group Project Assignments and Presentations	Group	10	CO1, CO2, CO3 & CO4
External Evaluations				
5	End Term Examination	Individual	30	CO1, CO2, CO3 & CO4
	Total Marks		50	

7. Session Plan (Each session of 75 minutes)

Session No*	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1	Introduction (Group Intimation, Project Allocation, Project Submission and Presentation Date)	Course Facilitator	Expectation Setting	Class Room Session - Online Text Book: Business analytics -Evans, Pearson
2	Pre Read (Share) Introduction to Financial Analytics (Meaning, Evolution, Scope of Financial Analytics,	Class Discussion	CO 1 Understand why analytics is important in today's business	Class Room Session - Online Text Book: Business analytics -Evans, Pearson; Ch. 1 (Pg. 30 to 52)

	Application Areas of Financial Analytics)		environment.	
3	Pre Read (Share) Simple Regression and Multiple Regression	Class Discussion	CO2 Explain the purpose of regression analysis and provide examples in business.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 8 (Pg. 265 to 287)
4	First Quiz Regression Diagnostics	Class Discussion Attempt the Online Quiz	CO2 Before apply the regression analysis, understand the behavior of data and check the validity for the best fit model	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 8 (Pg. 265 to 287)
5	Pre Read (Share) Time Series vs Causal Models, moving average, exponential smoothing model.	Class Discussion	CO2 Apply moving average and exponential smoothing models.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 9 (Pg. 304 to 321)
6	Pre Read (Share) Time Series: Trend, seasonality and cyclicity	Class Discussion	CO2 List out and understand the different types of statistical forecasting models.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 9 (Pg. 304 to 321)
7	Pre Read (Share) Stationarity and nonstationary time series and analysis, covariance and	Class Discussion	CO2 Understand the limitations of time series data for more	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 4 (Pg. 124 to 145)

	correlation, trend analysis		accurate results	
8	Working with reports; what if analysis	Guest Session	CO 2 Analyse the historical data and develop the forecasting model	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 3 (Pg. 100 to 105)
9	Credit Risk Management: Case Study Discussion, Decision Tree	Class Discussion	CO 3 Apply expected values to a decision problem when probabilities of events are known and construct a decision tree	Class Room Session - Online Text Book: Business analytics -Evans, Pearson; Ch. 16 (Pg. 588 to 595)
10	Credit Risk Management: Case Study Discussion, Optimization Model, Multistep Simulation	Class Discussion	CO 3 Formulate and solve optimization models with binary variables and logical constraints	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 15 (Pg. 545 to 552) ; Ch. 12 (pg. 405-410)
11	Second: Guest Session Topic: Portfolio Management	Guest Session	CO 4 (Build linear optimization models)	Guest Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 14 (Pg. 497 to 500)
12	Data Visualization, and Presentations Dash Board Creation, Dynamic Chart - Designing and Analysis.	Class Discussion	CO 4 (Determine the appropriate dynamic chart to visualize different types of data.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 3 (Pg. 80 to 90)

13 & 14	Project Submission and Presentations	Discussion and Q&A Session	CO 1 to 4	
Self Read (Initiative by Students): 6 hours				
(Closure of Internal Evaluations)				

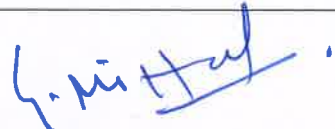
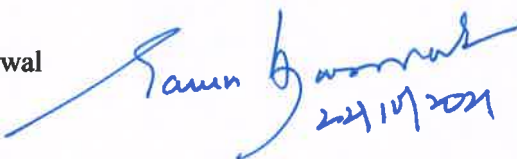
- *Program Office to please take note and help arrange the sessions accordingly

8. Student Prep Activities

Sr. No	Details (Reading Material, Assignment, Case Project, Videos etc.)
1	Case Studies: Seoul National Bank and Some other case studies will be provided to students on time to time
2	Websites: <ol style="list-style-type: none"> 1. Flowing Data (http://flowingdata.com/) for books and tutorials 2. Analytics Vidhya (http://www.analyticsvidhya.com/) for information related to business analytics 3. R-Bloggers (http://www.r-bloggers.com/) for R Language 4. Edwin Chen (http://blog.echen.me/) for algorithms and data analysis 5. Hunch (http://hunch.net/) for machine learning 6. Kaggle Competitions (https://www.kaggle.com/competitions) for databases 7. Simply Statistics (http://simplystatistics.org/) for articles on data uses
4	Recommended YouTube videos on time series data analysis, econometrical tools analysis and advance excel tools
5	Current News and Analysis: KDNuggets (http://www.kdnuggets.com) KDNuggets is the place where you'll get all the data science related news or the latest happenings around the world related to data science. Get here online tutorials, webinars, articles, and much more which would add on something new to your data skills. Signup for their newsletter to get all the important information on your Email.

9. Text Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Business Analytics -Evans, Pearson
2	Business Statistics Using Excel- Davis & Pecker, Oxford University Press
3	Econometrics by Example – Damodar Gujarati, Macmillan Education
4	PDFs / Blog Links as shared by Professor

Prepared by: (Faculty name and signature with date)	Dr. Sachin K. Mittal 
Approved by: HOD – Name and signature with date	Dr. Tarun Agarwal 



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Course Plan for PGDM Finance

Program	PGDM
Course Code and Title	Treasury & Risk Management (PGF307)
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	V
Duration (Hrs)	40 hours
Name of the Faculty	Mr. Sachin P. Tendulkar
HOD	Mr. Tarun Agarwal

1.Course Objectives (CO):

- The objective of the course is for the students to understand the basic functioning of two important aspect of the financial market: 1. Treasury and 2. Risk Management.
- In the Treasury domain, students would be taught how Banks and other financial insitutions manage their risk both domestic & forex.
- Risk is all pervasive in nature and students would be taught how to identify, estimate, measure and manage the risk in financial markets.
- The Course will be useful for the students, for their career in case they get placement in Treasury of a Bank/Financial Insitutions/Corporates having a Treasury set-up.

2. Course Outcomes (CO) (refer attached guidelines)

Sr. No	At the end of the course students will be able to:
CO 1	The students will learn the conceptual, theoretical as well as practical aspects of that is taking place in Treasury Unit.
CO 2	The student will get in-depth knowledge on Treasury Functioning as well as macro economic functions of RBI in control of inflation and the instruments which RBI uses in controlling the inflation and liquidity in the economy
CO 3	The students will learn practical aspects of domestic, forex and derivatives desks of the Treasury.
CO 4	The students will be exposed to practical situations in Treasury function of a Financial Institution to make them thoroughly prepared for becoming a part of Treasury dept. of a Bank/Financial Institution.

3. Course Outcome-Program Outcome Mapping:

	PO1	PO2	PO3	PO4	PO5
CO1	H				M
CO2		H		M	
CO3			H		H
CO4	H				

H- Highly correlated, M – Moderately correlated, L – less correlated

PO1 – Apply knowledge of management theories and practice to solve business problems.

PO2 – Foster Analytical and Critical Thinking abilities for data based decision making.

PO3 – Ability to develop Value based Leadership capabilities.

PO4 – Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

PO5– Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Modules

Module No.	Topic	Sessions
1.	Introduction: Financial Markets & Market participants	1
2.	Treasury Setup & Management	2
3.	Segregation (Front Office, Mid Office & Back Office)	3
4.	Regulatory Guidelines & Market practices (RBI and FIMMDA)	4
5.	Money Markets	5-6
6.	Debt Markets	7-8
	MID TERM TEST	9
7.	Liquidity Management	10
8.	Foreign Exchange Markets	11-12
9.	Capital Markets	13
10.	Derivatives	14
11.	Introduction to Risk Management	15
12.	Risk Analysis & Control	16
13.	Risk Management Process	17
14.	Setting up a Risk organisation	18
15.	Asset Liability Management (ALM)	19
	TOPIC TESTS (Real Industry documents) – a) Investment Policy & b) Contingency Funding Plan	20
16.	Key Risk Concepts	21
17.	Basel Norms	22

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	N.A.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	Mid Term Test	Individual	20	CO1 and CO2
2	Evaluation based on real Investment Policy of a Bank	Individual	10	CO3 & CO4
3	Evaluation based on real Contingency Funding Policy of a Bank	Individual	10	CO3 & CO4
4.	Cash Management numerical assignment (based on actual Bank's Excel template)	Group	10	CO3 & CO4

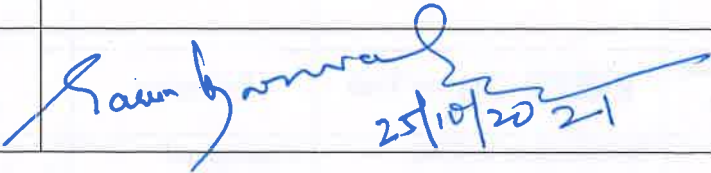
7. Session Plan (Each session of 90 minutes)

Session No	PART A - Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/ Chapters/ Case etc.)
1	Introduction: Financial Markets & Market participants	Conceptual understanding of theory	Knowledge of Financial Markets & Market participants	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance
2	Treasury Setup & Management	Conceptual understanding of theory & real Industry examples	Knowhow of how a Treasury Head's responsibilities	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples
3	Segregation (Front Office, Mid Office and Back Office)	Conceptual understanding & real Industry examples	Knowhow of responsibilities of each sub dept. of Treasury	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples
4	Regulatory Guidelines & Market practices (RBI and FIMMDA)	Conceptual understanding & real Industry examples	Knowledge of actual Regulatory norms & market practices	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples
5-6	Money Markets	Conceptual understanding & real Industry examples	Understanding of various Money Market products	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples
7-8	Debt Markets	Conceptual understanding & real Industry examples	Understanding of various Debt Market products	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples
9	MID TERM TEST			
10	Liquidity Management	Conceptual understanding & real Industry examples	Understanding of Regulatory Reserves requirement (CRR/SLR)	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples

11-12	Foreign Exchange Markets	Conceptual understanding & real examples	Understanding Fx Markets, Risks involved in Fx trade & regulatory norms	Treasury & Risk. Mgmt. Textbook of IIBF, Other material & Finance & Practical examples
13	Capital Markets	Conceptual understanding & real Industry examples	Knowledge of important Foreign Currency Borrowings (ECBs, FC Bonds etc.)	Treasury & Risk. Mgmt. Textbook of Indian Inst. of Banking & Finance & Practical examples
14	Derivatives	Conceptual understanding & real examples	Knowhow of Forwards, Futures & other derivative instruments.	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
Session No	<u>PART B</u> - Topics/ Unit	Pedagogy	Expected Learning outcome	Resources (Books/ Chapters/ Case etc.)
15	Introduction to Risk Management	Conceptual understanding & real examples	Basic concept of Risk Management	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
16	Risk Analysis & Control	Conceptual understanding & real examples	How to analyse a risk and knowing means to control them	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
17	Risk Management Process	Conceptual understanding & real examples	Key processes related to risk management	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
18	Setting up a Risk organisation	Conceptual understanding & real examples	Org. Structure aspects related to Risk management	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
19	Asset Liability Management (ALM)	Conceptual understanding & real examples	ALM and Role of Asset Liability Committee	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
20	Key Risk Concepts	Conceptual understanding & real examples	Details of important market practices	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples
21	Basel Norms	Conceptual understanding & real examples	Capital Adequacy norms set by BIS	Treasury & Risk. Mgmt. Textbook of IIBF & Practical examples

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Treasury – Investment – Risk Management : IIBF
2	https://www.fedai.org.in/ ; https://www.fbil.org.in/ ; https://www.rbi.org.in/

<p>Prepared by: (Faculty name and signature with date)</p>	<p>Sachin P. Tendulkar</p>
<p>Approved by: HOD – Name and signature with date</p>	



N. L. Dalmia[®]
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Course Plan

Program	PGDM-Human Resource	
Course Code and Title	Strategic HRM	
Course Credit	2	
Academic Year	2021-22	
Batch	2020-22	
Semester	V	
Duration (Hrs)	20	
Name of the Faculty	Dr. Chandrakant Varma	
HOD	Dr. Caral Dcunha.	

1. Course Overview

Strategic HRM is the process of using HR techniques, like performance appraisals, talent management, learning & development, talent acquisition, compensation & benefits, employee engagement and managing diversity & inclusion that builds a stronger organization. This course will enable students to understand HR strategy and its alignment to Business strategy leading to culture of performance and overall success for the organization.

- To learn the basics of HR strategy formulation and implementation in talent management and competency based SHRM.
- To enable the students to understand the HR Strategies and its alignment to Business strategy leading to culture of performance and overall success of the organization.

1. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand basics of SHRM practices and approaches
CO2	Students will be able to apply SHRM approaches in talent management process
CO3	Students will be able to develop and design HRM strategies based on different approaches Organizational performance.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H		H		
CO2		H	M		H
CO3		H			H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Strategic Management Changing role of HR professionals, Introduction to HRM , Objectives , HRM Strategies, Approaches to strategic HRM , Strategic HRM models , implementing HR Strategies	1-3
2	Talent Management	4-6

	Meaning + Process, Strategies for Talent Management, High Potential and Critical Roles, Succession Planning , Talent Management Reviews	
3	Building Competency for an organization Competency development process, Competency based HRM, Competency based HR practices, Recruitment & L&D, Performance Management	7-8
4	Strategies for Learning & Development, Employee Engagement and culture management	9-10

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Strategic HRM – Tanuja Agarwal, Oxford Publishing House

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	MCQ, Test	Individual	15	C01,CO2
2	Presentation/ Assignment	Individual/Group	10	C01,CO2
	Semester end exam	Individual	25	C01,CO2, C03

7. Session Plan (Each session of 75 minutes) 12 hours 30 min

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Activity / Resources (Books/Chapters/Case etc)	CO Attended
1	Strategic Management Changing role of HR professionals, Introduction to HRM , Objectives	PPT/Lecture Interactive session,	To know the basics of HRM.	Strategic Human Resource Management. Tanuja Agarwala Chap 1 - 36	CO1
2	HRM Strategies, Approaches to strategic HRM	PPT/Lecture Group discussion on assignment	To understand the concept and approaches of HRM Strategies.	Strategic Human Resource Management. Tanuja Agarwala Chap 1 1-36	CO2
3	Strategic HRM models, implementing HR Strategies	PPT/Lecture Presentation of one model by the student	Be able to differentiate the various Strategic HR Models	Strategic Human Resource Management. Tanuja Agarwala Chap 1 1-36	CO3
4	Talent Management Meaning + Process, Strategies for Talent Management	PPT/Lecture Class discussion.	To be familiar with strategic roles of Top Management and Line Management.	Strategic Human Resource Management. Tanuja Agarwala Chap 9 574-632	CO3
5	Talent Management Meaning + Process, Strategies for Talent Management	PPT/Lecture Case study On hiring for excellence at	To understand the concept and process of Talent Management.	Strategic Human Resource Management. Tanuja Agarwala Chap 9 574-632	CO2

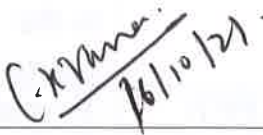
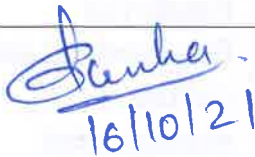
		CISCO			
6	High Potential and Critical Roles, Succession Planning , Talent Management Reviews	Group interaction. Group presentation	To be aware of the importance of Talent Management.	Strategic Human Resource Management. Tanuja Agarwala Chap 9 574-632	C02
7	Building Competency for an organization Competency development process, Competency based HRM	PPT Case study Group discussion	To understand the basics of Competency and Competency Development.	Strategic Human Resource Management. Tanuja Agarwala Chap 4 - 210	C02 & 3
8	Competency based HR practices, Recruitment & L&D, Performance Management	PPT/ Lecture Group participation /presentations on the given topics.	Be able to appreciate the benefits derived from competency based HR practices.	Strategic Human Resource Management. Tanuja Agarwala Chap 5- 260-346, Chap 6 355 – 426, Chap7 – 433-504 & Chap 9 574-632	C02 & 3
9	Strategies for Learning & Development	PPT/ Lecture Case study Assign ment	To understand the importance of Learning and Development and its benefits to the organization.	Strategic Human Resource Management. Tanuja Agarwala Chap 6 355 – 426,	C03
10	Employee Engagement and culture management	PPT/ Lecture Group interaction	To understand the importance and impact of employees engagement on the growth of the organization.	Strategic Human Resource Management. Tanuja Agarwala Chap 11	C03

8. Student Prep Activities (Total: 7 hours 30 min)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Article - Have We Finally Outgrown HR?
2	Article - Viewpoint: The Changing Role of HR
3	Forward-Thinking Recruiting Practices from Industry Leader Lars Schmidt's New Book — 'Redefining HR'

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	HRM – Michael Armstrong, Kogan Page Ltd
2	Strategic HRM – Jeffrey Mello, Kogan Page Ltd
3	Competency based HRM – Ganesh Shermon, Tata McGrawHill
4	Strategic HRM – Tanuja Agarwal, Oxford Publishing House [Text Book]
5	HBR, People Matters Magazine, National HRD Network, Business Managers. Human Capital. Journal of Strategic Human Resource Management.

Prepared by: (Faculty name and signature with date)	Dr. Chandrakant Varma  16/10/21
Approved by: HOD – Name and signature with date	Dr. Caral Dcunha.  16/10/21

Course Plan

Program	PGDM
Course Code and Title	Organization Development and Change Management (PGH 304)
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	V
Duration (Hrs)	40
Name of the Faculty	Dr. Caral D'Cunha
HOD	Dr. Caral D'Cunha

1. Course Objectives

In a time of galloping technological and global changes organizations encounter ongoing constraints to render and act on environmental challenges. More so, as workplaces have become connected and complex there is need for Organizational development (OD). In order to remain viable and performing organizational leaders, and, in particular; OD professionals have the utmost responsibility and dexterity to help the leaders create productive organizations to navigate complex market space. Taking a stock of above, we may assume that OD involves long term program intended to enhance organizations ability to respond to environmental pressures by improving its processes. In the following next paragraph two OD definitions are highlighted which shows the characteristics and practice of OD.

In this subject, cardinal OD concepts and practical approaches to such concepts is covered to succor PGDM (HR division E) students with ample opportunities to understand and knowhow of planned change in organizations. By the end of the course the students will be able to understand and use OD concepts Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Explain and understand the importance of organization development

CO2	Identify and explain OD concepts and problem areas
CO3	Apply OD concepts both as an individual and member of the organization

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M			
CO2		H		M	
CO3	H				M

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	OD & Reinventing the Organization, Organization Renewal: The Challenge of Change, Changing the Culture	1-2
2	The Diagnostic Process	3-4
3	Overcoming Resistance to Change	5-6
4	OD intervention Strategies	7-8
5	Process Intervention Skills	9-10
6	Employee empowerment and Interpersonal Interventions	11-12
7	Team Development Interventions	13-14
8	Intergroup Development	15-16
9	High Performing Systems and the learning Organization, Organization Transformation and Strategic Change	17-18
10	The Challenge and the future for Organizations	19-20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre-reading from the text book given: An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) 8th Edition

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
1	Presentations: Every group of students will be assign a presentation topic.	Group (4 Students each)	20	CO2, CO3
2	Case based Assignment: Students has to submit the assignments on the case studies given in the text book/faculty after discussing the chapters.	Individual	20	CO1, CO2, CO3
3	Class test	Individual	10	CO1
3	Trimester end Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	50	CO1, CO2, CO3,

7. Session Plan (Each session of 75 minutes)

Session No with date	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc	CO attend ed
1	OD & Reinventing the Organization Organization Renewal: The Challenge of Change	Lecture with interaction on Zoom Case Study Discussion OD Skill simulation	To be able to understand the concept and definition	Chapter 1 – An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) The Nogo Railroad - An Experiential Approach to Organizational Development – Donald R.	CO1, CO2, CO3

				Brown. (Pearson)	
2	Changing the Culture	Lecture with interaction on Zoom Case Study Discussion	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 3 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) The Dim Lighting Co. - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO2, CO3
3	The Diagnostic Process	Lecture with interaction on Zoom OD Skill simulation	To be able to understand the concept and definition	Chapter 4 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO2
4	Case for Analysis	Case Study Discussion on Zoom	To be able to analyze and apply the concept	The old family bank - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO3
5	Overcoming Resistance to Change	Lecture with interaction on Zoom	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 5 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) The Hexadecimal Company - An Experiential Approach to Organizational Development –	CO1, CO2, CO3

				Donald R. Brown. (Pearson)	
6	OD intervention Strategies	Lecture with interaction on Zoom	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 6 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) The Farm Bank - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO2, CO3
7	Process Intervention Skills	Lecture with interaction on Zoom OD Skill simulation	To be able to understand the concept and definition, To be able to analyze and apply the concept	Chapter 7 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO2, CO3
8	Process Intervention Skills	Lecture with interaction on Zoom	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 7 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) The OD letters - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO2, CO3
9	Employee empowerment and Interpersonal Interventions	Lecture with interaction on Zoom	To be able to understand the concept and definition.	Chapter 8 - An Experiential Approach to Organizational Development – Donald R.	CO1, CO2,

			To be able to analyze and apply the concept	Brown. (Pearson)	
10	Employee empowerment and Interpersonal Interventions	Lecture with interaction on Zoom	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 8- An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) The Sundae Club - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO2, CO3
11	Team Development Interventions	Lecture with interaction on Zoom OD Skill simulation	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 9 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO2,
12	Team Development Interventions	Lecture with interaction on Zoom	To be able to understand the concept and definition. To be able to analyze and apply the concept	Chapter 9 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) Steele Enterprises - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO2, CO3
13	Intergroup Development	Lecture with interaction on Zoom	To be able to understand the concept and definition.	Chapter 10- An Experiential Approach to Organizational Development – Donald R.	CO1, CO2, CO3

			To be able to analyze and apply the concept	Brown. (Pearson) The Exley Chemical Company - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	
14	Work Team Development	Lecture with interaction on Zoom OD Skill simulation	To be able to understand the concept and definition	Chapter 11 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO3
15	Work Team Development	Lecture with interaction on Zoom	To be able to understand the concept and definition	Chapter 11 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) Wengart Aircraft - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO2, CO3
16	High Performing Systems and the learning Organization	Lecture with interaction on Zoom	To be able to understand the concept and definition	Chapter 12 - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1, CO2,
17	Organization Transformation and Strategic Change	Lecture with interaction on Zoom	To be able to understand the concept and definition	Chapter 14 - An Experiential Approach to Organizational Development – Donald R.	CO1, CO2,



				Brown. (Pearson)	
18	The Challenge and the future for Organizations	Lecture with interaction on Zoom	To be able to understand the concept and definition.	Chapter 15- An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)	CO1
19	Presentations based on topic assigned	Presentations by the students	To be able to analyze and apply the concept		CO2, CO 3
20	Presentations based on topic assigned	Presentations by the students	To be able to analyze and apply the concept		CO2, CO 3

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	TGIF - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
2	The Nogo Railroad - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
3	The Dim Lighting Co. - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
4	The old family bank - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
5	The Hexadecimal Company - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
6	The Farm Bank - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
7	The OD letters - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
8	The Sundae Club - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
9	Steele Enterprises - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
10	The Exley Chemical Company - An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
11	Are we ready? , Emerald case studies

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson) 8 th Edition
2	Organizational Development and Change – Thomas G. Cummings, and, Christopher G. Worley. (Cengage Learning)
3	Organizational Development: Behavioral Science Interventions for Organizational Improvement – Wendell L. French and Cecil H. Bell (Pearson)
4	<p>Students are encouraged to visit:</p> <ul style="list-style-type: none"> - ProQuest and look for research in area of Organization Development and Change - Daily read newspapers for current affairs in topics of organization development and change <p>Look for websites of management consulting firms such as Hewitt, Mercer, McKinsey for their reports, white papers, perspectives on organizational development and change</p>

Prepared by:	Dr. Caral D'Cunha 
Approved by: HOD	Dr. Caral D'Cunha 



N. L. Dalmia[®]
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM- Human Resource
Course Code and Title	PGH307 and Assessment Centre and Competency Mapping
Course Credit	04
Academic Year	2021-2022
Batch	2021-2023
Trimester	V
Duration (Hrs)	40
Name of the Faculty	Dr. Nitin Sharma
HOD	Dr. Caral D'Cunha

1. Course Objective

The course will enable students to understand concepts and application of competency based HR practices, techniques of identifying and mapping competencies, practical (hands on) experience to develop and validate competency model for organization., plan and implement competency tools through assessment centers, Implement competency based HR practices in various HR functions like Recruitment, Onboarding, Performance management, Talent Management, Succession planning, Training and development amongst others.

The course will also provide insight into leadership competencies and HR competencies. And enable students to confidently participate in competency mapping initiative in their respective organisation.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To enable the students to understand the leadership competencies and Human Resource competencies.
CO2	To provide the students with a sound framework of techniques of identifying and mapping competencies to deal with organizational problems

CO3	To develop the critical thinking of students in plan and implement competency tools through assessment centres.
CO4	To understand the ethical aspects in Recruitment, On boarding, Performance management, Talent Management, Succession planning, Training and development.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1		H			-
CO2	H	M	H	M	-
CO3			M		-
CO4	H	H		H	-

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision-making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction to Competency Mapping	1-3
2	Developing Competency Models	4-6
3	Issues related to Competency Models	7-8
4	Competency based Applications	9-11
5	Formation of a Competency Framework	12-13

6	Competency Mapping and Assessment Centres	14-15
7	Competency Model for HR	16-17
8	Leadership Competency for Automobile Industry	18-19
9	Assessment Centres	20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Pre reading from reference book:- Sanghi, S (2009). The Handbook of Competency Mapping

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended COs to be assessed
1	Article review and discussion	Individual	10	CO2 and CO3
2	Presentations on Assignment- Students will be presenting on the topic assigned to them (One group comprises of two students)	Group	20	CO1,2,3
3	Case Study discussion	Individual	10	CO1,2,3
4	Mid-term exam- Class Test would be conducted covering basic concepts in Assessment Centre and CM in the form of MCQs.	Individual	10	CO1,2,3
5	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of Assessment Centre and Competency Mapping	Individual	50	CO1,2,3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total 25 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Cas e etc	CO Attended
1	Introduction to Competency Mapping	Video	Familiarize the students	Sanghi, S (2009). The Handbook of	CO1, CO2, CO3

	Competence and Competency, Myths about Competency and History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart, Difference between core and workplace competencies.	Lecture. Online interactive sessions. Self-study.	with the key concepts of competency mapping, History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart	Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, New Delhi: Response Books.01 & 02	
2	Introduction to Competency Mapping Competence and Competency, Myths about Competency and History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart, Difference between core and workplace competencies.	Video Lecture. Online interactive sessions. Self-study.	Familiarize the students with the key concepts of competency mapping, History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart	Sanghi, S (2009). The Handbook of Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, New Delhi: Response Books.01 & 02	CO1, CO2, CO3
3	Introduction to Competency Mapping Competence and Competency, Myths about Competency and History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart, Difference between core and workplace competencies.	Video Lecture. Online interactive sessions. Self-study.	Familiarize the students with the key concepts of competency mapping, History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart	Sanghi, S (2009). The Handbook of Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, New Delhi: Response Books.01 & 02	CO1, CO2, CO3
4	Developing Competency Models Types of Competencies, The Iceberg Model, Behavioral competencies and Technical competencies, Linkages between HR strategies and development of integrated action plan. The Personal Competency Framework, The Lancaster (Burgoyne) Model of Managerial	Video Lecture. Online interactive sessions. Self-study.	Understand the different Types of Competencies, to understand the behavioral competencies model, How Lancaster model helps	Ace the Assessment HBR (Magazine) Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough	CO2, CO3

	Competencies, Transcultural Managerial Competencies		in competency.		
5	Developing Competency Models Types of Competencies, The Iceberg Model, Behavioral competencies and Technical competencies, Linkages between HR strategies and development of integrated action plan. The Personal Competency Framework, The Lancaster (Burgoyne) Model of Managerial Competencies, Transcultural Managerial Competencies	Video Lecture. Online interactive sessions. Self-study.	Understand the different Types of Competencies, to understand the behavioral competencies model, How Lancaster model helps in competency.	Ace the Assessment HBR (Magazine) Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough	CO2, CO3
6	Developing Competency Models Types of Competencies, The Iceberg Model, Behavioral competencies and Technical competencies, Linkages between HR strategies and development of integrated action plan. The Personal Competency Framework, The Lancaster (Burgoyne) Model of Managerial Competencies, Transcultural Managerial Competencies	Video Lecture. Online interactive sessions. Self-study.	Understand the different Types of Competencies, to understand the behavioral competencies model, How Lancaster model helps in competency.	Ace the Assessment HBR (Magazine) Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough	CO2, CO3
7	Issues related to Competency Models Process of Competency Mapping and Development, Identification, development and mapping, Issues related to developing Competency Models	Video Lecture. Online interactive sessions. Self-study.	To find out the different issues related to competency models, to understand the process of competency and several issues related.	Sanghi, S (2009). The Handbook of Competency Mapping —	CO1, CO2, CO3
8	Issues related to Competency Models Process of Competency Mapping and Development, Identification, development and mapping, Issues related to developing Competency Models	Video Lecture. Online interactive sessions. Self-	To find out the different issues related to competency models, to understand the process	Sanghi, S (2009). The Handbook of Competency Mapping —	CO1, CO2, CO3

		study.	of competency and several issues related.		
9	Issues related to Competency Models Process of Competency Mapping and Development, Identification, development and mapping, Issues related to developing Competency Models	Video Lecture. Online interactive sessions. Self-study.	To find out the different issues related to competency models, to understand the process of competency and several issues related.	Sanghi, S (2009). The Handbook of Competency Mapping —	CO1, CO2, CO3
10	Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability, analytical skills, problem solving skills, attention to details, client orientation, creativity, decision making etc, Career goal questions, Skills Matrix template	Online discussion on business personalities' perception Video Lecture. Online interactive sessions. Self-study.	It helps to understand Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability. Industry Perspective Guest Lecture (GL)	A Study on Competency Mapping of Employees in Hero Best Motors With Special Reference to Malappuram District <i>International Journal of Scientific Engineering and Applied Science (IJSEAS) - Volume-1, Issue-7, October 2015</i>	CO2
11	Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability, analytical skills, problem solving skills, attention to details, client orientation, creativity, decision making etc, Career	Online discussion on business personalities' perception Video	It helps to understand Competency based Applications Competency based Recruitment and Selection,	A Study on Competency Mapping of Employees in Hero Best Motors With Special Reference to Malappuram District <i>International Journal of Scientific Engineering</i>	CO2

	goal questions, Skills Matrix template	Lecture. Online interactive sessions. Self-study.	Competency based Performance Management, Stress, adaptability. Industry Perspective Guest Lecture (GL)	<i>and Applied Science (IJSEAS) - Volume-1, Issue-7, October 2015</i>	
12	Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability, analytical skills, problem solving skills, attention to details, client orientation, creativity, decision making etc, Career goal questions, Skills Matrix template	Online discussion on business personalities' perception Video Lecture. Online interactive sessions. Self-study.	It helps to understand Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability. Industry Perspective Guest Lecture (GL)	A Study on Competency Mapping of Employees in Hero Best Motors With Special Reference to Malappuram District <i>International Journal of Scientific Engineering and Applied Science (IJSEAS) - Volume-1, Issue-7, October 2015</i>	CO2
13	Formation of a Competency Framework Sources of Competency information, Techniques of Job analysis.	Video Lecture. Online interactive sessions. Self-study. Online Case discussion	Enables the students to understand Sources of Competency information, Techniques of Job analysis	Competency Mapping of the Employees International Journal of Advancements in Research & Technology, Volume 1, Issue 5, October-2012	CO2, CO3
14	Formation of a Competency Framework	Video	Enables the students to	Competency Mapping of the Employees	CO2, CO3

	Sources of Competency information, Techniques of Job analysis.	Lecture. Online interactive sessions. Self-study. Online Case discussion	understand Sources of Competency information, Techniques of Job analysis	International Journal of Advancements in Research & Technology, Volume 1, Issue 5, October-2012	
15	Formation of a Competency Framework Sources of Competency information, Techniques of Job analysis.	Video Lecture. Online interactive sessions. Self-study. Online Case discussion	Enables the students to understand Sources of Competency information, Techniques of Job analysis	Competency Mapping of the Employees International Journal of Advancements in Research & Technology, Volume 1, Issue 5, October-2012	CO2, CO3
16	Competency Mapping and Assessment Centres Objectives of assessment centre, Grid of competency dimensions, Types of exercises used in assessment centres.	Video Lecture. Online interactive sessions. Self-study.	Understand the effect of Competency Mapping and Assessment Centres Objectives of assessment centre.	Competencies And Competency Models: Does One Size Fit All? Article published in <i>ACA Journal</i> , Spring 1996, Volume 5 No. 1, pages 56-65	CO3
17	Competency Mapping and Assessment Centres Objectives of assessment centre, Grid of competency dimensions, Types of exercises used in assessment centres.	Video Lecture. Online interactive sessions. Self-study.	Understand the effect of Competency Mapping and Assessment Centres Objectives of assessment centre.	Competencies And Competency Models: Does One Size Fit All? Article published in <i>ACA Journal</i> , Spring 1996, Volume 5 No. 1, pages 56-65	CO3
18	Competency Mapping and Assessment Centres	Video	Understand the effect of	Competencies And Competency	CO3

	Objectives of assessment centre, Grid of competency dimensions, Types of exercises used in assessment centres.	Lecture. Online interactive sessions. Self-study.	Competency Mapping and Assessment Centres Objectives of assessment centre.	Models: Does One Size Fit All? Article published in <i>ACA Journal</i> , Spring 1996, Volume 5 No. 1, pages 56-65	
19	Assessment Centres Reliability tests, Validity tests, Different types of tests: Ability tests, Intelligence test, Aptitude and Attitude tests Book: Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough	Video Lecture. Online interactive sessions. Self-study.	It helps to students to understand the Reliability tests, Validity tests, Different types of tests: Ability tests, Intelligence test, Aptitude and Attitude tests Book:	Sanghi, S (2009). The Handbook of Competency Mapping – Understanding and Implementing Competency Models in Organizations, New Delhi: Response Books.	CO2,CO3
20	Leadership Competency for Automobile Industry Competency Clusters for General Leadership Model, Leadership Assessment Questions and Leadership Assessment Matrix	Video Lecture. Online interactive sessions. Self-study.	Understand the Competency Clusters for General Leadership Model, Leadership Assessment Case Study: Class Discussion-Assessment	A research Article: A Study on Competency Mapping in Automobile Industry International Journal of Engineering Science and Computing, July 2016	CO2,CO3


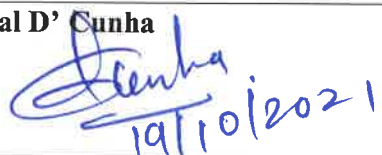
8. Student Prep Activities (Total: 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Study of Nestle: Training and Development. https://www.mbaknol.com/management-case-studies/case-study-of-nestle-training-

	and-development/
2	Case Study on Job Analysis: Apollo Hospital. https://www.studocu.com/row/document/united-international-university/human-resource-management/appollo-hospital-case-solution-tropical-storm-case-solution/1957359
3	Case Study on Leadership Competency. https://cyfar.org/ilm_8_casestudy1
4	Ace the Assessment HBR (Magazine) Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough
5	Case Study on Assessment Centre.

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Sanghi, S (2009). The Handbook of Competency Mapping
2	Patricia K. Zingheim (1996) Competencies and Competency Models
3	James, David & Karl (1997) Proceedings of the Human Resources Planning Society
4	De Boratt Morris (2000) Using competency development tools as strategy for change in the human resource functions

Prepared by: (Faculty name and signature with date)	Dr. Nitin Sharma 
Approved by: HOD – Name and signature with date	Dr. Caral D' Cunha  19/10/2021

Course Plan

Program	PGDM - HR
Course Code and Title	HR Analytics
Course Credit	2
Academic Year	2020-21
Batch	2020-22
Trimester	V
Duration (Hrs)	20 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Dr.. Caral D'Cunha

1. Course Objectives (*refer Syllabus*)

This course will enable students to formulate and leverage People Strategy with the help of HR Analytics. They will be able to understand HR Analytics application and future direction. The students will be able to utilize the acquired skills in achieving organizational goals.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand evolution of HR Analytics and HRM
CO2	Students will be able to apply HR analytics to end to end employee lifecycle
CO3	Students will be able to develop insight and link data to make people management related decisions

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H		M	M	
CO2		H			H
CO3	H	H			H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2-Foster Analytical and Critical Thinking abilities for data based decision making
 PO3-Ability to develop Value based Leadership ability
 PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Sr. No	Topic	Sessions
1	Introduction HR Analytics, Business Analytics and linkage to People strategy	1
2	Practical approach to HRIS and Data Foundation to HR Analytics tool, explored through demo logins in workshop mode	2
3	Language of Metrics & Analytics Descriptive, Prescriptive, Causal, Predictive modelling	3
4	Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS	4-6
5	Analytics in employee lifecycle Recruitment and selection, employee performance, employee engagement, predicting employee turnover, analytics in assessing diversity, tracking the impact of interventions	7
6	Advanced HR Analytics techniques Multi-level linear modelling, Curvilinear relationships, Structural equation models	8
7	Trends, Limitations, Ethics in HR Analytics	9
8	Usage, Institutionalized Metric Oriented Behavior (IMOB)	10
	Total	10

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Class Test on case study and the research paper	Individual	10	CO1, CO2
2	Research Assignment- Research project will be assigned to all the students	Individual	5	CO2, CO3
3	Statistical Assignment Use of statistical tools - Need and importance of HRA and functional Application of HRA	Group	10	CO2, CO3
4	Trimester end Examination	Individual	25	CO1, CO2, CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 12 hours 30 min

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources	CO Attended
				(Books/Chapters/Case etc.)	
1	Introduction HR Analytics, Business Analytics and linkage to People strategy	Class Discussion	Students will be able to understand HR Analytics for business outcome	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO1
2	Practical approach to HRIS and Data Foundation to HR Analytics tool, explored through demo logins in workshop mode	Class Discussion – Activity-Roles and Responsibilities of HRIS Executive	Students will learn the importance and implications of HR data	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO1
3	Language of Metrics & Analytics Descriptive, Prescriptive, Causal, Predictive modelling	Class Discussion – Class activity on database	Students will be able to understand HR metrics	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO2

		collecti on in HR Functio n			
4	Language of Metrics & Analytics Descriptive, Prescriptive, Causal, Predictive modelling	Class Discussion	Students will be able to understand HR metrics	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO2
5	Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS	Class Discussion	Students will learn to use SPSS, AMOS and interpretation of statistical results	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO2
6	Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS	Class Discussion	Students will learn to use SPSS, AMOS and interpretation of statistical results	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO3
7	Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS	Class Discussion	Students will learn to use SPSS, AMOS and interpretation of statistical results	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO3
8	Advanced HR Analytics techniques Multi-level linear modelling, Curvilinear relationships, Structural equation models	Class Discussion	Students will learn to use SPSS, AMOS and interpretation of statistical results	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO3
9	Trends, Limitations, Ethics in HR Analytics	Class Discussion	Students will be develop understanding	HR Analytics: Connecting Data and Theory Rama Shankar	CO1, CO2, CO3

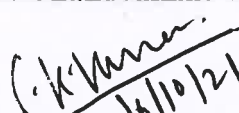

		based on previous case	limitations and ethics in HR Analytics	Yadav, Sunil Maheshwari. Wiley	
10	Usage, Institutionalized Metric Oriented Behavior (IMOB)	Class Discussion	Students will be able to importance of metric	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley	CO1, CO2, CO3

8. Student Prep Activities (Total: 7 hours 30 min)

Activity	Details
	(Assignment, Case, Project, Field work, Research work etc)
1	Data Analytics in Human Resources: A Case Study and Critical Review
2	Coca - Cola Enterprises (CCE) Case Study: The Thirst for HR Analytics Grows.
3	HBR- Competing on Talent Analytics

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	HR Analytics: Connecting Data and Theory Rama Shankar Yadav, Sunil Maheshwari. Wiley
2	Practical Applications of HR Analytics: A Step-by-Step Guide by Manish Gupta Pratyush Banerjee, Jatin Pandey. Sage Texts
3	Power of People, the: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance by Nigel Guenole, Jonathan Ferrar, Sheri Feinzig. Pearson
4	Articles from HBR, Human Capital, Industry Great Places to Work reports, Survey reports

Prepared by: (Faculty name and signature with date)	Dr. Chandrakant Varma  10/10/21
Approved by: HOD – Name and signature with date	Prof. Carol D' Cunha  10/10/21

Course Plan

Program	PGDM
Course Code and Title	Financial Analytics
Course Credit	2
Academic Year	2021-22
Batch	2020-22
Trimester	Vth
Duration (Hrs)	20 Hours
Name of the Faculty	Dr. Sachin Kumar Mittal
HOD	Dr. Tarun Agarwal

1. Course Overview

This course prepares students to employ essential ideas and reasoning of quantitative techniques in the field of financial analytics. The course provides students a deep understanding and insight of the relevant statistical, econometrical and analytical tools applicable for Financial Analytics. The students will learn analytical techniques for financial decision making by using softwares like Excel, SPSS, E-Views.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concept of financial analytics in financial decision making
CO2	Describe time series data and develop forecasting models
CO3	Analyse the credit risk data and evaluate the creditworthiness of borrower
CO4	Analyse financial investment data for more meaning full investment decisions

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M				
CO2		H		M	
CO3		H		M	
CO4		H		M	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster analytical and critical thinking abilities for data-based decision making

PO3-Ability to develop value-based leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules (Syllabus)

Module	Topic	Sessions
Contact Sessions (75 Min. each)		
I	Introduction to Financial Analytics Meaning, Evolution & Scope of Financial Analytics, Application areas of analytics to financial services	1-2 (2 Sessions)
II	Statistics and Time Series Analysis Simple linear regression, Curve fitting, Multiple regression, Regression diagnostics, Time series vs Causal models, Moving averages, Exponential smoothing, Trend, Seasonality, Cyclicity	3-6 (4 Sessions)
III	Stationarity, Forecasting and Volatility Modelling Stationary and Nonstationary time series, Forecasting and Arima Model. Modelling Volatility using ARCH and GARCH	7-10 (4 Sessions)
IV	Credit Risk Management and Modelling Decision Tree, Optimization Model, Multistep Simulation	11-12 (2 Sessions)
V	Data Visualization & Presentations, Portfolio Management Dash Board Creation, Dynamic Chart - Designing and Analysis, Portfolio Performance Analysis Risk and Return Analysis	13-16 (4 Sessions)

5. Pre requisites from students

Sr. No	Details
1	The students should have a moderate knowledge of excel and statistics. They must also have good understanding of financial management, portfolio management theories and risk management tools.

6. Detailed Assessment Plan

Sr. No	Components with details	Individual/Group	Marks	Intended CO to be assessed
Internal Evaluations (Continuous Assessments)				
1	Class Participation	Individual	5	CO1, CO2, CO3 & CO4
2	Quiz (Best out of two)	Individual	5	CO1, CO2, CO3 & CO4
3	Group Project Assignments and Presentations	Group	10	CO1, CO2, CO3 & CO4
External Evaluations				
5	End Term Examination	Individual	30	CO1, CO2, CO3 & CO4
	Total Marks		50	

7. Session Plan (Each session of 75 minutes)

Session No*	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1	Introduction (Group Intimation, Project Allocation, Project Submission and Presentation Date)	Course Facilitator	Expectation Setting	Class Room Session - Online Text Book: Business analytics -Evans, Pearson
2	Pre Read (Share) Introduction to Financial Analytics (Meaning, Evolution, Scope of Financial Analytics,	Class Discussion	CO 1 Understand why analytics is important in today's business	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 1 (Pg. 30 to 52)

	Application Areas of Financial Analytics)		environment.	
3	Pre Read (Share) Simple Regression and Multiple Regression	Class Discussion	CO2 Explain the purpose of regression analysis and provide examples in business.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 8 (Pg. 265 to 287)
4	First Quiz Regression Diagnostics	Class Discussion Attempt the Online Quiz	CO2 Before apply the regression analysis, understand the behavior of data and check the validity for the best fit model	Class Room Session – Online Text Book: Econometrics by Example – Damodar Gujarati, Macmillan Education (Ch. 4 to 7, Pg. 68 to 130)
5	Pre Read (Share) Time Series vs Causal Models, Moving Average, Exponential	Class Discussion	CO2 Apply moving average and exponential smoothing models to stationary time series.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 9 (Pg. 304 to 321)
6	Pre Read (Share) Time Series: Trend, Seasonality and Cyclicity	Class Discussion	CO2 List out and understand the different types of statistical forecasting models.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 9 (Pg. 304 to 321)
7	Pre Read (Share) Stationarity and Nonstationary time series and analysis	Class Discussion	CO2 Understand the limitations of time series data for more	Class Room Session – Online Text Book: Econometrics by Example – Damodar

			accurate results	Gujarati, Macmillan Education (Ch. 13, Pg. 206-215)
8	First Guest Session Forecasting and ARIMA Model	Guest Session	CO 2 Analyse the historical data and develop the forecasting model	Guest Session – Online Text Book: Econometrics by Example – Damodar Gujarati, Macmillan Education (Ch. 16, Pg. 251-265)
9	Pre Read (Share) Volatility Modeling using ARCH and GARCH	Class Discussion	CO 1,2 Understand the concept of volatility measurement and develop the relevant model	Class Room Session – Online Text Book: Econometrics by Example – Damodar Gujarati, Macmillan Education (Ch. 15, Pg. 238-247)
10	Second Quiz, Review and Catching up	Class Discussion Attempt the Online Quiz	CO 1,2	Class Room Session – Online
11	Credit Risk Management: Case Study Discussion, Decision Tree	Class Discussion	CO 3 Apply expected values to a decision problem when probabilities of events are known and construct a decision tree	Class Room Session - Online Text Book: Business analytics -Evans, Pearson; Ch. 16 (Pg. 588 to 595)

12	Credit Risk Management: Case Study Discussion, Optimization Model, Multistep Simulation	Class Discussion	CO 3 Formulate and solve optimization models with binary variables and logical constraints	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 15 (Pg. 545 to 552) ; Ch. 12 (pg. 405-410)
13	Second: Guest Session Topic: Portfolio Management	Guest Session	CO 4 (Build linear optimization models)	Guest Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 14 (Pg. 497 to 500)
14	Data Visualization, and Presentations Dash Board Creation, Dynamic Chart - Designing and Analysis.	Class Discussion	CO 4 (Determine the appropriate dynamic chart to visualize different types of data.	Class Room Session – Online Text Book: Business analytics -Evans, Pearson; Ch. 3 (Pg. 80 to 90)
15	Catching Up and Summing Up	Mutual Discussions	CO 4	Doubt solving + revision & highlights of the course
16 & 17	Project Submission and Presentations	Discussion and Q&A Session	CO 1 to 4	
Self Read (Inititive by Students):				
(Closure of Internal Evaluations)				

- *Program Office to please take note and help arrange the sessions accordingly

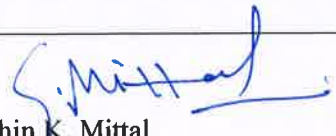
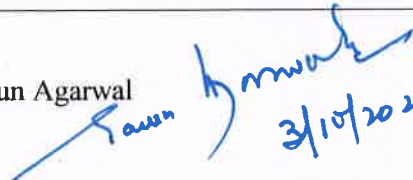
8. Student Prep Activities

Sr. No	Details (Reading Material, Assignment, Case Project, Videos etc.)
1	Case Studies: Seoul National Bank and Some other case studies will be provided to students on time to time
2	Websites: 1. Flowing Data (http://flowingdata.com/) for books and tutorials

	<ol style="list-style-type: none"> 2. Analytics Vidhya (http://www.analyticsvidhya.com/) for information related to business analytics 3. R-Bloggers (http://www.r-bloggers.com/) for R Language 4. Edwin Chen (http://blog.echen.me/) for algorithms and data analysis 5. Hunch (http://hunch.net/) for machine learning 6. Kaggle Competitions (https://www.kaggle.com/competitions) for databases 7. Simply Statistics (http://simplystatistics.org/) for articles on data uses
4	Recommended YouTube videos on time series data analysis, econometrical tools analysis and advance excel tools
5	<p>Current News and Analysis: KDNuggets (http://www.kdnuggets.com)</p> <p>KDNuggets is the place where you'll get all the data science related news or the latest happenings around the world related to data science. Get here online tutorials, webinars, articles, and much more which would add on something new to your data skills. Signup for their newsletter to get all the important information on your Email.</p>

9. Text Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Business Analytics -Evans, Pearson
2	Business Statistics Using Excel- Davis & Pecker, Oxford University Press
3	Econometrics by Example – Damodar Gujarati, Macmillan Education
4	PDFs / Blog Links as shared by Professor

Prepared by: (Faculty name and signature with date)	 Dr. Sachin K. Mittal
Approved by: HOD – Name and signature with date	 Dr. Tarun Agarwal 3/10/2024



Course Plan

Program	PGDM (Finance & Marketing)
Course Code and Title	Project Management (PGF401/PGM401)
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	6
Duration (Hrs)	40
Name of the Faculty	Prof. Anand Dhutraj
HOD	Dr. Vaishali Kulkarni

1. Course Objective

To introduce and familiarize students with global project management concepts, techniques and practices.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To introduce students of Management to concepts of Project
CO2	To apply and evaluate success parameters of cost ,time and quality in project management
CO3	To apply various techniques as CPM/PERT/Earned Value Analysis and Projected Financial Statements
CO4	To enable student to conceive an idea, evaluate its feasibility and make it workable.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H			H	M
CO3		H			
CO4		H			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Concepts and attributes of Project	1-2
2	Strategy Analysis	3-4
3	Techno-economic feasibility	5-7
4	Project Planning	8-10
5	Project Scheduling and Risk Management	11-13
6	Risk Management Processes	14-15
7	Quality Management	16
8	Team development model	17

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Willingness to learn
2	Finance Management (Capital budgeting, cost of capital, sources of finance), Business Statistics, HRM, Operations Research

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended COs to be assessed
1	Assignment - I	Individual	15	CO2
2	Assignment - II	Individual	15	CO3
3	Quiz -I	Individual	10	CO1, CO2,CO3
4	Quiz -II	Individual	10	CO1, CO2,CO3
5	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on Project management.	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 90 minutes) Total: 25 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)	CO
1,2 12.07. 2021	Concepts and attributes of Project Project lifecycle and stake holders Project Organization Role and responsibilities of Project Manager	Presentations, classroom exercises and assignments	Understand the Concepts and attributes of Project	Class Notes & Projects by Prasanna Chandra 9E	CO1
3,4	Strategy Analysis, Project Identification and Market Survey Project Management in Entrepreneurship Market feasibility	Presentations, classroom exercises and assignments	Comprehend the role of strategy analysis in the project management context and how to conduct market feasibility	Class Notes & Projects by Prasanna Chandra 9E	CO2
5	Techno-economic feasibility Cash Flow Principles, Analysis, Projection and Views	Presentations, classroom exercises and assignments	Analyze the technical and financial feasibility of Project	Class Notes & Projects by Prasanna Chandra 9E	CO2
6	Profitability analysis Using NPV	Presentations, classroom exercises and assignments	Analyze the financial feasibility of Project	Class Notes & Projects by Prasanna Chandra 9E	CO2
7	IRR Payback period	Presentations, classroom exercises and assignments	Analyze strategy related issues, formulate appropriate Analyze the		CO2

			financial feasibility of Project		
8	Procurements Make or Buy, Buy or Rent Analysis Government policy to location Legal aspects Dispute resolution Contracts	Presentations, classroom exercises and assignments	Evaluate success parameters of cost ,time and quality in project management		CO2
9	Scope and priorities Scope processes Scoping techniques and baselining WBS Preparation of DPR	Presentations, classroom exercises and assignments	Evaluate success parameters of cost ,time and quality in project management	Class Notes & Projects by Prasanna Chandra 9E	CO3
10	Time and cost estimates with AON and AOA conventions Network analysis Critical Path Method Float analysis	Presentations, classroom exercises and assignments	Evaluate success parameters of cost ,time and quality in project management		CO3
11	Schedule Compression - Fast Tracking and Crashing Crashing concepts and implementations Gantt chart	Presentations, classroom exercises and assignments	Evaluate success parameters of cost ,time and quality in project management		CO3
12	Splitting and multitasking Risks in time estimates Reserve analysis PERT analysis Budget estimates	Presentations, classroom exercises and assignments	Evaluate success parameters of cost ,time and quality in project management		CO3
13	'S' curve Cost and schedule performance indices using network Earned Value Analysis Revised estimates of cost and time	Presentations, classroom exercises and assignments	Understanding to monitor the status of project progress		CO3
14	Risk Management Processes Qualitative and Quantitative Risk Analysis Risks responses selection Estimated monetary value Risks and reserves	Presentations, classroom exercises and assignments	Understanding risk management aspect of project management		CO3
15	Quality Management Quality and Grade Quality Assurance Quality Control Quality Techniques	Presentations, classroom exercises and assignments	Understanding quality management aspect of project management strategies	Class Notes & Projects by Prasanna Chandra 9E	CO4
16	Team development model Sources of conflicts	Presentations, classroom exercises and	Understanding team management aspect of project		CO4

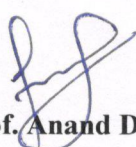
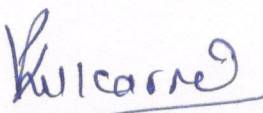
	Conflict resolution	assignments	management	
17	Course Summarization	Class Discussion	Overall understanding of course	C01, C02, C03, C04

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case studies
2	Assignments on Project Planning and Feasibility analysis

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Book: Projects by Prasanna Chandra
2	HBR Articles

Prepared by: Faculty name and signature with date	 Prof. Anand Dhutraaj
Approved by: HOD – Name and signature with date	 Dr. Vaishali Kulkarni

Course Plan

Program	PGDM
Course Code and Title	Business Ethics and Corporate Governance
Course Credit	4
Academic Year	2021-22
Batch	2020-22
Trimester	6
Duration (Hrs)	40
Name of the Faculty	Col Venkat Raman
HOD	Dr Vaishali Kulkarni

1. Course Objectives (*refer Syllabus*)

This course will provide students with an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives. It will prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens. The course will enable students to imbibe the importance of fair transactions, ethical conduct and conscientious decision making and to have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand the basic concepts in business ethics
CO2	The student will be able to understand and analyze various ethical codes in corporate governance
CO3	The student will be able to understand and Analyze concepts in corporate social Responsibility

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H		M		
CO2					H
CO3		H		M	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

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PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction	3
2	Theories in Ethics	2
3	Stakeholder Approach to Business Ethics	2
4	Business and Ethics	3
5	Compliance and Legal aspects of Ethics	2
6	Role and Functions of Agency and Professional	2
7	Moral and Ethical issues	3
8	Employees, Stakeholders and the Corporation	1
9	Ethical International decision-making methods	1
10	Introduction to Corporate Governance	3
11	Corporate Governance Code	2
12	Corporate Governance Practice in India	3

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Basic knowledge of Values, Moral Principles and Business Methods

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Assignment/ Class Test / Quiz/ Case study etc	Individual	20	CO1, CO2
2	Presentation/viva voce/ role play/ class participation etc	Group	10	CO3
3	Projects / Field work/ Research/ Live Project etc	Group	20	CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/ Case etc.
1	Ethics and Corporate Governance: Concepts	Class room Lecture	Basic Concepts in Ethics and Corporate Governance	Business Ethics by Hartman and Desjardines Chapter 1
2	Trends and history. Definition, concepts, Myths and Facts	Class room Lecture and small case study	Learning about Trends and History, Myths and facts in Ethics	Business Ethics by Hartman and Desjardines Chapter 1
3	Values, morals and ethics. Stages of moral development, Kohlber's Study.	Class room Lecture and small case study	Understanding the role of Morals and Values in Ethics	Business Ethics by Hartman and Desjardines Chapter 2
4	Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - Ethics for managers;	Class room Lecture and small case study	Learning Ethical Models and ethics in practice	Business Ethics by Hartman and Desjardines Chapter 3
5	Role and function of Ethical managers, Comparative ethical behavior of managers; profitability and ethics	Class room Lecture and small case	Understanding Role and functions of	Business Ethics by Hartman and Desjardines

		study/group discussion	Ethical Managers	Chapter 4
6	Mapping stakeholders	Class room Lecture and small case study/group discussion	Concepts about Mapping Stakeholders in Business	Business Ethics by Hartman and Desjardines Chapter 5
7	Stakeholder analysis and approach	Class room Lecture, assignment / video	Learning about Stakeholder analysis and approach to ethical issues in the Organization	Business Ethics by Hartman and Desjardines Chapter 5
8	Environmental issues in the Indian context and case studies.	Class room Lecture, assignment	Understanding environmental issues in the Indian context using case studies	Business Ethics by Hartman and Desjardines Chapter 9
9	Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability, Physical Environment	Class room Lecture, assignment	Learning about Green Judicial Activism. Economic and Environmental Sustainability	Business Ethics by Hartman and Desjardines Chapter 9
10	Economic Growth and Business. Relationship between Profitability and Ethics.	Class room Lecture and case study	Understanding the connect between Profitability and Ethics	Business Ethics Ghillyer Chapter 2
11	General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law	Class room Lecture and case study	Understanding Political and Legal Environment in relation to Ethics in Business	Business Ethics by Dr Karthikeyan Chapter 9
12	Indian Culture and Values, Concept of Karma, Dharma and Good Conduct.	Class room Lecture and case study	Learning about Indian Culture and Values and relationship with Ethics	Business Ethics by Dr Karthikeyan Chapter 1
13	Role and Functions of Agency and Professional Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business	Class room Lecture and case study	Understanding the role of Professional Chambers of Commerce and Industry in Organizations	Business Ethics by Dr Karthikeyan Chapter 9
14	FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalization.	Class room Lecture and case study	Learning about various Institutions in Governance and International	Business Ethics by Dr Karthikeyan Chapter 9

			scene	
15	Moral and Ethical Issues. Management Approaches: 6-step issue management process, 7-phase issue development process,	Class room Lecture and case study	Understanding Moral and Ethical issues in Management	Business Ethics Ghillyer Chapter 5
16	4-stage issue life cycle; and crisis management approaches. Moral responsibilities of functional area professionals.	Class room Lecture and case study	Learning about the moral responsibilities of functional area professionals in Organizations	Business Ethics Ghillyer Chapter 5
17	Ethical Decision-Making Guidelines: Principles related to Ethical relativism, utilitarianism, universalism, Rights, and Justice.	Class room Lecture and case study	Learning Ethical Decision-Making Guidelines and Principles	Business Ethics Ghillyer Chapter 5
18	Employee Stakeholders and the Corporation The changing workforce, changing pattern of contracts between employees and corporations, rights and responsibilities, sexual harassment at workplace, whistle-blowing.	Class room Lecture and case study	Learning changing pattern of Contracts between Employees and Corporations	Business Ethics by Hartman and Desjardines Chapter 6
19	Ethical international decision-making methods: External corporate monitoring groups, Four Styles of International Ethical decision making etc.	Class room Lecture and case study, field work	Understanding Ethical International Decision-making methods and styles of decision making	Business Ethics by Dr Karthikeyan Chapter 11
20	Introduction to Corporate Governance Concepts and principles. Public governance system and corporate governance system.	Class room Lecture and case study	Learning Concepts and Principles of Corporate Governance	Business Ethics by Hartman and Desjardines Chapter 10
21	Corporate Governance Mechanism. 4-Ps of Corporate Governance; Independent Directors' Roles.	Class room Lecture and case study	Understanding Corporate Governance Mechanisms	
22	Issues related to Corporate Governance. Corporate governance and transparency, Components of good corporate governance.	Case Study	Learning about issues in Corporate Governance and components of good Corporate Governance	Business Ethics by Hartman and Desjardines Chapter 10
23	Corporate Governance Code Various Committee Reports world over. Cadbury Committee, Greenbury Committee, Hampel Committee, Blue Ribbon Committee.	Class room Lecture and case study	Learning about various Corporate Governance Committees across the world	Business Ethics by Hartman and Desjardines Chapter 10

24	Corporate Governance in India: Committee Recommendations. National Committees, Role of SEBI, The Companies Act, 1956-2013	Class room Lecture and case study, field work	Understanding Corporate Governance in India and Role of SEBI	Business Ethics by Dr Karthikeyan Chapter 15
25	Corporate Governance practice in India Structure, meetings, audit, compliance.	Class room Lecture and case study	Understanding Corporate Governance practice in India	Business Ethics by Dr Karthikeyan Chapter 15
26	Evaluation by CRISIL (GVC Rating), ICRA Rating, etc.	Class room Lecture and case study	Learning evaluation by CRISIL and other rating agencies	Business Ethics by Dr Karthikeyan Chapter 11
27	Code of Ethics and Conduct	Class room Lecture and case study, field work	Learning about Code of Ethics and Ethical Conduct in Business	Business Ethics by Dr Karthikeyan Chapter 1

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Business Ethics by Hartman and Desjardines McGraw Hill Publishing
2	Business Ethics Now by Ghillyer McGraw Hill Publishing
3	Text Book of Business Ethics by Dr Karthikeyan IJMRA Publications

Prepared by: (Faculty name and signature with date)	Col Venkat Raman
Approved by: Dr Vaishali Kulkarni HOD – Name and signature with date	<i>Vaishali Kulkarni</i>