

COCHIN UNIVERSITY OF SCIENCE AND TECHNOLOGY

(Abstract)

Faculty of Technology – DDU Kaushal Kendra – M.Voc in Mobile Phone Application Development – Outcome Based Education Syllabus – Approved – Orders issued.

CONFERENCE SECTION

No. Conf II/2941/1/AC-Technology/2020

Dated, Kochi-22, 22.10.2020

Read : Item No I(f.1.c) of the Minutes of the meeting of the Academic Council held on 08.07.2020

ORDER

The Academic Council at its meeting held on 08.07.2020 along with the recommendations of the Standing Committee resolved to approve vide Item read above, the revised course structure and Outcome Based Education (OBE) syllabus of the M.Voc in Mobile Phone Application Development offered at Deen Dayal Upadhyay Kaushal Kendra under Faculty of Technology with effect from 2020 admission onwards.

Orders are issued accordingly.


Dr. MEERA V
REGISTRAR

To

1. Dr. C K Aanandan, Dean, Faculty of Technology and Professor (Rtd.), Department of Electronics, CUSAT, Kochi - 22
2. Dr. K V Pramod, Chairman, Board of Studies in Computer Applications and Professor, Department of Computer Applications, CUSAT, Kochi - 22
3. The Director, DDU Kaushal Kendra, CUSAT, Kochi - 22
4. The Controller of Examinations/Joint Registrar (Academic)/Assistant Registrar(Academic)
5. Academic A/C/Exam 'D'/'E'/Exam Confidential Sections
6. Day File/Stock File/File Copy.

SYLLABUS

M.Voc

in

TECHNOLOGY AND MANAGEMENT CONSULTING

**(Prepared as per Outcome Based Education
Framework to be effective from 2020 admission)**

DDU KAUSHAL KENDRA

**COCHIN UNIVERSITY OF SCIENCE AND
TECHNOLOGY**

DDU KAUSHAL KENDRA

Vision

“Empowering Youth for a Skilled and Sustainable Nation”

Mission

- M1.** Offer quality education in emerging vocational domains in technology and management
- M2.** Impart skills education to develop industry-ready, employable professionals.
- M3.** Promote entrepreneurial orientation and skills among the students
- M4.** Inculcate innovation mind-set in students to excel in the emerging dynamic, global economy.
- M5.** Foster social commitment and sustainable business philosophy in students

Programme Description

M.Voc in Technology and Management Consulting, a Masters level vocational programme offered under the DDU KAUSHAL Kendra, CUSAT is designed according to the UGC guide lines for vocational programmes based on NSQF with multiple entry/exit options, leading to various job roles at each exit point. Course curriculum is aligned with the norms of the concerned Sector Skill Councils for enabling the students to obtain skill certifications from the SSC concerned at various exit points.

The programme, spread over four semesters, offers an integrated mix of courses designed to deliver knowledge and skills in essentials of business management, consulting process and management of consulting firms. The programme builds multi-disciplinary knowledge in management, and strategic thinking in students which equip them to thrive in today’s challenging business environment. Internships in consulting organizations and training programmes covering specific skill domains related to consulting are the other key elements that ensure practical vocational inputs in the curriculum.

Programme Educational Objectives

The Programme Educational Objectives for M.Voc programme in Technology and Management Consulting are given below.

- PEO1:** To equip students to conceptualize and deliver data driven decisions with strategic client focus and problem-solving approach.
- PEO2:** To build professional consulting skills by leveraging specific vocational skill enrichment in specialized management disciplines covering operations, human resources, information systems, marketing and finance.
- PEO3:** To empower students to assume leadership roles in their professional environment by ensuring conducive academic inputs and enriching curriculum
- PEO4:** To inculcate entrepreneurial spirit in students through entrepreneurial training and education
- PEO5:** To promote innovative thinking and creative problem solving in organizational contexts with due consideration of the ethical and sustainability dimensions based on quantitative and qualitative assessments of business interactions.

Program Articulation Matrix

M/PEO	PEO1	PEO2	PEO3	PEO4	PEO5
M1	3	3			1
M2	3	3			
M3				3	1
M4			3	3	2
M5					3

Programme Learning Outcomes

Students pursuing M.Voc in Technology and Management Consulting program are expected to attain the following programme learning outcomes by the time they graduate:

Business Environment and Domain Knowledge

- PLO1:** Understand business enterprises and their functions in economy.
- PLO2:** Demonstrate skills in consulting, and managing operations of consulting firm; and demonstrate knowledge of management functions, theories of leadership, change, business ethics, sustainability, corporate strategy and culture.

PLO3: Demonstrate skills in applying relevant theoretical frameworks and tools in management for business decision problems.

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

PLO4: Develop critical thinking and analytical skills to apply in organizational settings to create short-term and long-term value for client organizations.

PLO5: Acquire problem solving skills through application-oriented internships and develop capability to independently develop innovative solutions through industry projects.

Social Responsiveness and Ethics

PLO6: Apply ethical considerations in business consulting projects from organizational viewpoint to provide socially responsive and ethically acceptable consulting solutions

PLO7: Develop an understanding of sustainable business practices and socially relevant issues in organizational functions

Effective Communication

PLO8: To understand business communication process and the role of stakeholders in the process from a consulting perspective

PLO9: Develop adequate communication skills encompassing all domains of communication and extend these to aid information flow in consulting process

PLO10: The graduates will demonstrate effective written and oral communication skills covering traditional and new media that are essential to consulting in modern business and organizational environment.

Teamwork and Leadership

PLO11: Gain collaborative work skills as team members to minimize conflicts in teams through an understanding of the underlying mechanisms.

PLO12: Develop leadership skills for enhancing reliability of project execution through team projects

Entrepreneurial Skills

PLO13: Identify and select suitable business models and prepare business plans.

PLO14: Apply cross-disciplinary knowledge in successfully managing new business ventures.

Mapping of PLOs with PEOs

PEO/ PLO	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14
PEO1	3	3	3	3	3	2	2	1	1	1	1	2	3	3
PEO2	3	3	3	3	3	3	3	2	2	2	3	3	3	3
PEO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
PEO4	3	3	3	3	3	3	3	2	2	2	3	3	3	3
PEO5	2	2	3	3	3	3	3	2	2	2	2	2	3	3

Programme Structure

SEMESTER I

Sl. No	Course No.	Name of the Course	L	T	P	Internal	End semester	Credit
1	KMC2101	Business Communication Skills – I	3	1		50	50	3
2	KMC2102	Contemporary Management	4	1		50	50	3
3	KMC2103	Introduction to Technology and Management Consulting	4	1		50	50	3
4	KMC2104	Economics for Business Decisions	3	1		50	50	3
5	KMC2105	Accounting and Financial Management for Consultants	3	1		50	50	3
6	KMC2106	Research Skills for Consulting	3	1	1	50	50	4
7	KMC2107	Quantitative Techniques	4			50	50	4
8	KMC2108	Professional Skills Development (Training Programme)	1		4	100		3
		Total				450	350	26

SEMESTER II

Sl. No.	Course No.	Name of the Course	L	T	P	Internal	End Sem	Credit
1	KMC2201	Operations Management	4			50	50	4
2	KMC2202	Integrated Management Systems	3	1		50	50	3
3	KMC2203	Management of Consulting Firms and Developing Consulting Career	3	1		50	50	3
4	KMC2204	New Age Marketing for Business Consulting	4			50	50	3
5	KMC2205	Project Management	3	1		50	50	3
6	KMC2206	Business Analytics	1		4	50	50	3
7	KMC2207	Business Communication Skills – II	3	1		50	50	3
8	KMC2208	Internship : Initial diagnosis of client issues in a consulting project (40 working days duration, 50 marks for continuous assessment & Report; and 50 marks for Viva Voce by a Board of Internal Examiners)				50	50	12
		Total				400	400	34

SEMESTER III

Sl. No.	Course No.	Name of the Course	L	T	P	Internal	End Semester	Credit
1	KMC2301	Business, Government and Society	4	1		50	50	4
2	KMC2302	Business Model Analysis and Strategy	2		2	50	50	4
3	KMC2303	Managing Change in Organisations	2		2	50	50	4
4	KMC2304	Entrepreneurship and New Venture Planning	2		2	50	50	4
5	KMC2305	Elective-I	3	1		50	50	3
6	KMC2306	Elective-II	3	1		50	50	3
7	KMC2307	Elective-III	3	1		50	50	3
8	KMC2308	Elective-IV	3	1		50	50	3
		Total				400	400	28

SEMESTER IV

Sl. No.	Course No.	Name of the Course	L	T	P	Internal	End Semester	Credit
1	KMC2401	*Major Project (Duration – 90 working days during Semester IV in a consulting firm or any other business organisation where the student can undertake a consulting project in management or technology. (Continuous assessment – 100, Final report – 100 marks & Viva-Voce – 100 marks)	8		40		300	28
8	KMC2402	Case Development Skills for Consultants (Training Programme)	2		2	100		4
		Total				100	300	32

*The objective of Major Project is to provide students with practical exposure to the real world of business and consulting whereby they get an opportunity to apply the knowledge and skill acquired through the course. The students are required to undertake this project in a consulting

organization or with an independent consultant. The project should involve taking up a consulting assignment in technology/management for an organisation. Students doing their projects with independent consultants are required to ensure that the assignment is carried out for a specific client organisation. Students can also take up independent consulting assignments for business organizations. The project will be of 90 working days duration. Each student will be allotted to a faculty guide for the project.

Mode of Evaluation

Mode of Evaluation will be fully internal for all papers out of which 50 marks are for continuous assessment throughout the semester and 50 marks are for End-semester examination. In the case of following subjects namely Professional Skills Development (Semester I) and Case Development Skills for Consultants (Semester II) the entire 100 marks will be awarded through continuous assessment by the teachers through case analysis, group discussion, team building tasks, leadership role, problem solving exercises, personal improvement, report writing, presentations etc. Evaluation for Business Analytics in Semester II will be in practical mode.

For the Internship in semester II, out of a total of 100 marks, 50 marks are for continuous assessment including evaluation of written report and remaining 50 marks will be awarded through a viva voce examination conducted by a board of not less than two internal examiners. For the Main Project in Semester IV, the maximum marks shall be 300, of which 100 marks each will be allotted on the basis of (i) continuous evaluation of the project work (ii) submission of the project report at the department (iii) Viva-voce examination carried out by a board of examiners.

Assessment pattern for End-Semester Examinations

I. Courses Under Group I

1. KMC 2209 : Internship – I
2. KMC 2401 : Major Project

Assessment Scheme for courses under Group I

Assessed Cognitive Ability	Weightage as a Percentage of Total Marks
Remember	-
Understand	15 %
Apply	15 %
Analyse	20 %
Evaluate	20 %
Create	30 %

II. Courses Under Group II

1	KMC2101	Business Communication Skills – I
2	KMC2103	Introduction to Technology and Management Consulting
3	KMC2104	Economics for Business Decisions
4	KMC2106	Research Skills for Consulting

5	KMC2108	Professional Skills Development (Training Programme)
6	KMC2201	Operations Management
7	KMC2202	Integrated Management Systems
8	KMC2203	Management of Consulting Firms and Developing Consulting Career
9	KMC2204	New Age Marketing for Business Consulting
10	KMC2206	Business Analytics
11	KMC2207	Business Communication Skills – II
12	KMC2302	Business Model Analysis and Strategy
13	KMC2303	Managing Change in Organisations
14	KMC2304	Entrepreneurship and New Venture Planning
15	KMC2402	Case Development Skills for Consultants
16	In addition to those listed above, all elective courses come under Group II	

Assessment scheme for courses under Group II

Assessed Cognitive Ability	Weightage as Percentage of Total Marks / (Marks)
Remember / Understand	20 % (10 marks)
Apply / Analyse	40 % (20 marks)
Evaluate / Create	40% (20 marks)

The question paper for the End-Semester examination shall be set by the concerned teacher in advance which shall be scrutinized by the respective Centre/Department Council or by a committee consisting of the HOD and faculty members offering courses in that semester to ensure that :

- questions are within the scope of the syllabus,
- entire syllabus of the course is fairly covered in the question papers, and
- the question paper adheres to the assessment methodology for the course.

Modifications can be suggested by the council if necessary and such suggestions shall be incorporated in the final version of the question paper.

The End-Semester question paper shall have three parts (except for practical examinations), namely Part-A, Part-B and Part C. The maximum marks for End-Semester Examinations will be 50. In Part A, there will be 5 compulsory questions which will be of short answer type. Each question in Part A carries two marks. Part-B will consist of seven questions out of which students must answer four

questions. Each question will carry five marks in this part. In Part-C, student will answer two questions of 10 marks each from a group of three questions. One case study would be preferred among the three questions in this section.

In case of practical exams, this pattern need not be followed. The number of questions can be varied according to the nature of the subject and the same will be decided by the examiners concerned based on the norms set by the Centre/Department council. The Understand / Remember part of the assessment will be done through viva during the practical exam

In the case of following subjects, KMC 2108 - Professional Skills Development (Semester I) and KMC 2402 - Case Development Skills for Consultants (Semester IV), the entire 100 marks will be awarded through continuous assessment by the teachers through case analysis, group discussion, team building tasks, leadership role, problem solving exercises, personal improvement, report writing, presentations etc. adhering to the assessment methodology.

III. Courses Under Group III

1	KMC2102	Contemporary Management
2	KMC2105	Accounting and Financial Management for Consultants
3	KMC2107	Quantitative Techniques
4	KMC2301	Business, Government and Society
5	KMC2205	Project Management

Assessment scheme for courses under Group III

Assessed Cognitive Ability	Weightage as Percentage of Total Marks / (Marks)
Remember / Understand	12 % (6 marks)
Apply / Analyse	48 % (24 marks)
Evaluate / Create	40% (20 marks)

The question paper for the End-Semester examination shall be set by the concerned teacher in advance which shall be scrutinized by the respective Centre/Department Council or by a committee consisting of the HOD and faculty members offering courses in that semester to ensure that :

- questions are within the scope of the syllabus,
- entire syllabus of the course is fairly covered in the question papers, and
- the question paper adheres to the assessment methodology for the course.

Modifications can be suggested by the council if necessary and such suggestions shall be incorporated in the final version of the question paper.

The End-Semester question paper shall have three parts, namely Part-A, Part-B and Part C. The maximum marks for End-Semester Examinations will be 50. In Part A, there will be 5 compulsory questions which will be of short answer type. Each question in Part A carries two marks. Part-B will consist of seven questions out of which students must answer four questions. Each question will carry five marks in this part. In Part-C, student will answer two questions of 10 marks each from a group of three questions. One case study would be preferred among the three questions in this section.

SEMESTER I

Sl. No	Course No.	Name of the Course	L	T	P	Internal	End semester	Credit
1	KMC2101	Business Communication Skills – I	3	1		50	50	3
2	KMC2102	Contemporary Management	4	1		50	50	3
3	KMC2103	Introduction to Technology and Management Consulting	4	1		50	50	3
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5	KMC2105	Accounting and Financial Management for Consultants	3	1		50	50	3
6	KMC2106	Research Skills for Consulting	3	1	1	50	50	4
7	KMC2107	Quantitative Techniques	4			50	50	4
8	KMC2108	Professional Skills Development (Training Programme)	1		4	100		3
		Total				450	350	26

KMC 2101 BUSINESS COMMUNICATION SKILLS - I

COURSE DESCRIPTION

The course aims to equip students to communicate effectively using oral, written and electronic modes of communication. Learning outcomes are displaying competence in oral, written, and visual communication, applying communication theories and responding effectively to cultural communication differences, understanding of opportunities in the field of communication and use of current technology-enabled communication.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	Understand business communication theory to solve workplace communication issues and Demonstrate knowledge in negotiation skills	Understand
CLO2	Apply business communication theory to solve workplace communication issues	Apply
CLO3	Communicate effectively with colleagues in meetings and use new media/tools for effective communication	Apply
CLO4	Prepare business letters, tenders, quotations, agenda, minutes, memo, resumes, and job application cover letters	Create
CLO5	Prepare and present effective power point presentation	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1					
PLO2	2	2	2	2	2
PLO3	2			3	3
PLO4					
PLO5					
PLO6	1	1			
PLO7		1			

PLO8	3	3	3	3	3
PLO9	3	3	3	3	3
PLO10	3	2	3	3	3
PLO11	3	2	1	1	1
PLO12	1		2		
PLO13	2			2	2
PLO14	1		1	3	3

Module 1

Nature of Communication, Define Communication, Process of Communication, Types of Communication (verbal & Non-Verbal), Importance of Communication, Different forms of Communication. Managing Language, Presentation, use of on-line tools for vocabulary building, Use of software for editing.

Module 2

Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers, Effective Speaking Oral Presentation - Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Module 3

Nature & Function of letters, Principles of Letter Writing, Elements of structure, Forms of Layout, Styles of presentation. Business Correspondence: Inviting quotations, sending quotations, placing orders, inviting tenders, Sales letters, claim & adjustment letters and social correspondence.

Module 4

Group Communication: Forms, Body language in group communication, Group Discussions, Meetings, Conferences. Other Business Communication: Define Memorandum, Essentials of a memorandum, Drafting Inter -office Memo, Notices, Agenda, Minutes, E-mails

Module 5

Communication for Effective Negotiations: Stages in Negotiation, Negotiation Strategies, Communication for Conflict Management: Managing the Process of Communication in Conflict; Verbal Skills for Communicating in Conflict. Communication for Employment: CV Guidelines, Application Letter. Social media: Nature and Types, Choosing the Right Social Medium.

Recommended Books

1. Mohan, Krishna & Banerji, Meera (2009) *Developing Communication Skills, 2e*, Macmillan India Ltd.
2. Raman, Meenakshi & Sharma, Sangeeta (2011) *Technical Communication: Principles and*

- Practice*, 2e, Oxford University Press.
3. Chaturvedi,P.D & Chaturvedi, M (2017) *The Art and Science of Business Communication*, 4e,Pearson.
 4. Kumar,Sanjay & Pushplata (2000) *Communication Skills*, Oxford University Press.
 5. Beebe, T. and Mottet, X. (2014) *Business and Professional Communication: Principles and Skills for Leadership*. New York, NY: Pearson.
 6. Bovée, Courtland & Thill John, (2010). *Business Communication Essentials. A Skills-Based Approach to Vital Business English*. Pearson Education.
 7. Kaul, Asha (2009) *Business Communication,2e*, Pearson /Prentice Hall of India PvtLtd

KMC 2102 - CONTEMPORARY MANAGEMENT

COURSE DESCRIPTION

The course is designed to impart knowledge in foundational principles and practices of management, and Organisational behaviour in the context of contemporary organisations.

COURSE LEARNING OUTCOMES

After the completion of the course, the students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand of role of managers in organisations	Understand
CLO2	Understand employee motivation, and its determinants	Understand
CLO3	Understand organization structure and organizing	Understand
CLO4	Analyse individual and group behavior in organizational context	Analyse
CLO5	Evaluate the appropriateness of different leadership styles	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6	CLO7
PLO1	3	3	3	3	3	3	3
PLO2	2	2	2	3	3	3	3
PLO3	2	2	2	3	3	3	3
PLO4			3	2	2	2	2
PLO5				2		2	2
PLO6				2		2	2
PLO7				2		2	2
PLO8	1	2	2				
PLO9							
PLO10							
PLO11	1	2	3	3			
PLO12	1	2	3	3			
PLO13							
PLO14					3	3	3

Module 1

Introduction to Organisational management, nature and complexity - Managerial Skills, Schools of management thought, Organisational environment and culture.

Module 2

Introduction to Planning-Planning process- Plans for different management levels- Planning & Decision Making -Types of Decision. Organizing Concept, Process of Organizing, Designing Organizational Structure, Formal and informal organization -Managing Individuals and diverse workforce in organisations.

Module 3

Manpower Planning, Job analysis, Recruitment & Selection, Training & Development, Performance management. Leadership: Influence, Leadership Style, Leadership Development. Introduction to Controlling Control process- Types of Control System-How and what to Control.

Module 4

Significance of Organizational Behaviour. Personality - Concept, Determinants and Theories. Perception Process, Managerial Implications of Perception. Learning - Concept, Theories. Motivation Concept and Its relevance for Individual and Organization.- Theories.

Module 5

Managing Teams- Kinds, characteristics and enhancing work team effectiveness. Group Dynamics, Stress and Behaviour -Sources of Managerial Stress –managing stress. Conflicts in organisation and management

Recommended Books

1. Stoner, J. A., Freeman, A. E., & Gilbert, D. A. G. (2002). *Management*, 6th eds.
2. Koontz, H., & Wehrich, H. (2008). *Essential of management: An international perspective*. New Delhi: Tata McGraw-Hill publishing Co. Ltd.
3. Robbins, S. P., & Coulter, M. (2014). *Management*. Prentice Hall of India Private Limited.
4. Robbins, S. P., & Judge, T. (2012). *Essentials of organizational behavior*.
5. Stephen P. Robbins, Mary Coulter & Neharika Vohra, 2011, *Management 10e*, Pearson Education Inc. (Prentice Hall)
6. Parikh, M., & Gupta, R. K. (2010). *Organisational behaviour*. Tata McGraw Hill Education Pte. Limited.
7. Williams Chuck, Tripathy Manas Ranjan (2013). *Management: An Innovative approach to learning and teaching*, Cengage Learning.

KMC 2103: INTRODUCTION TO TECHNOLOGY AND MANAGEMENT CONSULTING

COURSE DESCRIPTION

The course provides an understanding of technology and management consulting as a profession and to understand the process, role and scope of technology and management consulting. The course familiarises students with different phases of consulting phases and discusses how each phase is to be carried out effectively. An overview of how consulting brings about organizational change and how change can be effectively implemented are also discussed.

COURSE LEARNING OUTCOMES

After the completion of the course students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the field of consulting as a profession	Understand
CLO2	Demonstrate the knowledge of consulting process	Apply
CLO3	Map the requirements of each step in the structured consulting process	Apply
CLO4	Analyse organizational change as a result of consulting cycle	Analyse
CLO5	Evaluate the dynamics of consultant-client relationship	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	1	1	3	3	3
PLO5	1	1		1	1
PLO6	1	1	1	1	1
PLO7					
PLO8			2	2	2
PLO9			1	1	1
PLO10			1	1	1
PLO11			2	2	2

PLO12			2	2	2
PLO13	1	1	1	2	2
PLO14	2	2	2	2	2

Module 1

Nature and purpose of technology and management consulting- What is technology consulting? Why are technology consultants used? what is management consulting, why are management consultants used. Five generic purposes.

Module 2

The consulting process, Evolving concepts and scope of management consulting; The consulting industry, A historical perspective. The current consulting scene, Range of services provided, Generalist and specialist services, Main types of consulting organization, Internal consultants, Technical and Management consulting and other professions, Training and research.

Module 3

The consultant–client relationship, Defining expectations and roles, Client and the consultant systems. Critical dimensions of the consultant–client relationship. Behavioral roles of the consultant, Further refinement of the role concept, Methods of influencing the client system.

Module 4

Consulting Process: Entry, TOR, Proposal to the client, the consulting contract. Problem Diagnosis, Data Analysis, Feedback to client. Action Planning-Possible solutions, Alternative solutions. Implementation- Consultant’s role, Planning and monitoring. Termination-Time for withdrawal, Evaluation, Follow-up, Final report.

Module 5

Counselling and coaching as tools of consulting. Consulting and change- Understanding the nature of change. How organizations approach change. Gaining support for change, Managing conflict. Consulting and culture, Understanding and respecting culture, Levels of culture, Facing culture in consulting assignments.

Recommended Books

1. Kubr, M. (2002) *Management consulting: A guide to the profession*. International Labour Organization.
2. Steele,F (1975) *Consulting for organizational change*. University of Massachusetts Press.
3. Nadler,G and Hibino, S.(1994) *Breakthrough thinking: The seven principles of creative problem solving* , Prima Publishing.
4. Klein, H.J (1977) *Other people’s business: A primer on management consultants*, Mason-Charter.
5. Burtonshaw-Gunn, Simon A (2010) *Essential Tools for Management Consulting*, John Wiley & Sons.
6. Block, P (2000) *Flawless consulting: A guide to getting your expertise used* ,Jossey-Bass/Pfeiffer, 2nd ed.
7. McKenna, Christopher D (2010) *The World’s Newest Profession*, Cambridge University Press
8. www.icmci.org.

KMC 2104 ECONOMICS FOR BUSINESS DECISIONS

COURSE DESCRIPTION:

The course aims to introduce the students to the principles of microeconomic analysis for problem analysis and action planning in business consulting. The course also provides an understanding of how demand and supply work at macroeconomic level with a special focus on Indian economy.

COURSE LEARNING OUTCOMES:

After the completion of the course students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand how consumers make purchase decisions	Understand
CLO2	Explain how aggregate demand and supply are determined in an economy	Understand
CLO3	Identify the economic benefits and costs of business activities	Apply
CLO4	Analyse how price-output determination occurs under different market structures	Analyse
CLO5	Develop optimal decisions by applying relevant tools of micro-economic analysis	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	1	1	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	3	3	3	3	3
PLO5	3	3	3	3	3
PLO6			1	1	1
PLO7			1	1	1
PLO8					
PLO9					
PLO10					

PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Economics for business decisions: basic concepts: Marginal analysis, incremental analysis, opportunity cost, time perspective, time value of money, Equi-marginal principle. Theory of consumer behaviour Law of Demand, Market Demand, Elasticity of demand. Significance and uses of the elasticity. Demand forecasting – Supply and supply function, law of supply, supply elasticity, determination of market equilibrium.

Module 2

Production Function, Short-term and Long-term Production. Cost: nature of cost, Short-run and long-run costs, economies of scope and scale, break even analysis, Learning curve.

Module 3

Market Structure: types and features, price and output determination under different market structures: Perfect Competition, Monopolistic competition, oligopoly, Monopoly, Price discrimination and monopoly power. Pricing Strategies and Methods – Cost plus pricing. Marginal cost pricing. Cyclical pricing, Price Skimming, Penetration Pricing, Price Leadership, Transfer pricing.

Module 4

Circular flow of income and expenditure in economy, Introduction to National Income – National Income Measures - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles
 ,Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

Module 5

Macro-Economic Environment in India, Economic Transition in India, Budgetary and monetary policies in India, Indian Capital Market, digital economy in India.

Recommended Books

1. Besanko, David; Dranove, David; and Shanley, Mark (2013). *Economics of Strategy*, Wiley.
2. Baye, Michael and Prince, Jeff (2013). *Managerial Economics & Business Strategy: Eighth Edition*, McGraw-Hill Higher Education.
3. Mankiw, Gregory (2015). *Principles of Microeconomics*, Cengage Learning.
4. Griffiths, A., & Wall, S. (2008). *Economics for business and management*. Pearson Education
5. Png, I. (2013). *Managerial Economics*. Routledge.
6. Dwivedi, D.N. (2010). *Macroeconomics*, 3/e, Tata McGrawHill,
7. Samuelson, Paul & Nordhaus, William. (2009). *Macroeconomics*. McGraw-Hill Education,
8. Mas-Colell, A., Whinston, M. D., & Green, J. R. (1995). *Microeconomic theory* (Vol. 1). New York: Oxford University Press.

KMC2105 ACCOUNTING AND FINANCIAL MANAGEMENT FOR CONSULTANTS

COURSE DESCRIPTION

To familiarize and develop an understanding of the basic aspects of accounting and the broad framework of financial management so that students are able to understand the financial dimensions of business in any consulting assignment.

COURSE LEARNING OUTCOMES

After the completion of the course students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the underlying principles and concepts relating to maintaining financial statements	Understand
CLO2	Understand basic cost information for planning and decision-making	Understand
CLO3	Understand the way organisations finance their operations and allocate resources.	Understand
CLO4	Interpret and analyse financial statements for decision making	Analyse

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4
PLO1	1	2		
PLO2		1		
PLO3			2	3
PLO4				
PLO5				
PLO6			1	1
PLO7			1	1
PLO8			1	1
PLO9				
PLO10				
PLO11				

PLO12				
PLO13	1	1	3	3
PLO14	1	1	3	3

Module 1

Context and purpose of financial reporting, Basic Terminology, Debits & Credits, Assets, Liabilities and Equity, Revenue & Expenses, generally accepted accounting principles and concepts, preparing journals and ledger accounts, Prepare trial balance and financial statements, Methods of depreciation.

Module 2

Tools for Analysis of financial statements, Financial ratios: Profitability, liquidity and Activity Ratios, Cash flow statement, Meaning and uses of Cash flow analysis. Preparation of basic cash flow statement.

Module 3

Classification of cost, Cost Accounting techniques, Preparation of basic cost sheet, Break-even analysis, Preparation of budgets: Flexible budget and Cash budget.

Module 4

Financial Management objectives, Different sources of finance: Long term and short term, Debt vs Equity, Optimum capital structure, Working capital financing, Computation of working capital amount and cycle.

Module 5

Cost of Capital, Computation of WACC, Capital Budgeting techniques: Payback period, NPV, IRR.

Recommended Books

1. Kimmel, P.D., Weygandt J.J., & Kieso, D.E. (2010). *Financial Accounting: tools for decision*, John Wiley & Sons.
2. Maheshwari, S.N., & Maheshwari, S.K. (2010) *Advanced Accountancy*, Vol-2, 10/e, Vikas Publishing.
3. Tulsian, P. C. (2002). *Financial Accounting*, Sultan Chand & Company, New Delhi.
4. Horngren C.T., Datar S.M., & Rajan M.V. (2014). *Cost Accounting: A Managerial Emphasis*, 14th Edition, Pearson.
5. Khan M.Y., & Jain P. K. (2007). *Financial Management – Text and Problems*, Tata McGraw Hill Publishing Company Ltd, New Delhi.
6. Chandra, P. (2011). *Financial Management – Theory and Practice*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
7. Pandey I. M. (2015). *Financial Management*, 11/e, Vikas Publishing House Pvt. Ltd., New Delhi.
8. Van Horne, J.C., & J.M. Wachowicz Jr. (2004) *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi. 2004.

KMC2106 RESEARCH SKILLS FOR CONSULTING

COURSE DESCRIPTION:

The course aims to equip students with necessary skills to design, and carry out a business research project independently. The course provides exposure to major phases in business research process including problem definition, research design, data collection, data analysis and interpretation.

COURSE LEARNING OUTCOMES:

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the use of statistical tools, writing research reports, proposals and presenting the results.	Understand
CLO2	Describe various quantitative and qualitative data collection methods and their applications	Understand
CLO3	Conduct effective literature search and review using electronic and other sources	Analyse
CLO4	Prepare research proposals, and research reports	Create
CLO5	Design research designs for given problems	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	2	2	2
PLO2	2	2	2	2	2
PLO3	3	3	3	3	3
PLO4	1	1	1	2	2
PLO5					
PLO6					
PLO7					
PLO8			3	3	3
PLO9					
PLO10					
PLO11					

PLO12					
PLO13	2	2	2	2	2
PLO14	2	2	2	3	3

Module 1

Research Process - Research Problem Formulation from a Decision Problem- Problem Audit - Development of Appropriate Research Design: research design types, characteristics, overview of data collection methods used for each type of design. - Research Ethics- Literature Search and Review – Using reference management systems for literature review.

Module 2

Qualitative and Quantitative Approaches to Research: Qualitative and Exploratory Data Collection Methods – Experience Surveys, Focus Groups, Depth Interviews - Secondary Data Research – Observational Techniques – Survey Method – Experimental Designs- Test Markets.

Module 3

Measurement: Validity and Reliability - Basic Levels of Scales - Criteria for Scale Development, Attitude Measurement Scales: Comparative and Non-comparative Scales. – Questionnaire Design

Module 4

Sampling: fundamental concepts, Sampling methods, Determination of Sample Size – Types of Sampling – Developing Appropriate Sampling Plan - Managing Field Work.

Module 5

Data Preparation: Data Validation – Data Editing and Coding – Tabulation: Single & Cross – Graphical Representation of Data.

Data Analysis: Measures of Central Tendency – Measures of Dispersion – Testing of Hypothesis – Process, Type I and Type II Errors –Testing of Difference in Means – Testing for Association – Multivariate Techniques. Qualitative data analysis using software packages.

Recommended Books

1. Booth, W. C., Colomb, G. G., & Williams, J. M. (2003). *The craft of research*. University of Chicago press.
2. Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford University Press, USA.
3. Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (Vol. 9). New York: McGraw-Hill Irwin.
4. Field, A. (2009). *Discovering statistics using SPSS*. Sage publications.
5. Hair, J. F., Celsi, M. W., Ortinau, D. J., & Bush, R. P. (2008). *Essentials of marketing research*. McGraw-Hill/Higher Education.
6. Malhotra, N. K. (2008). *Marketing research: An applied orientation, 5/e*. Pearson Education India.
7. Saunders, M. N. (2011). *Research methods for business students, 5/e*. Pearson Education India.
8. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. Wiley.

KMC2107 QUANTITATIVE TECHNIQUES

COURSE DESCRIPTION:

The course aims at providing an understanding of various statistical and quantitative methods for business decision making. The course deals with statistical data analysis tools, concept of probability, computation of business indices etc.

COURSE LEARNING OUTCOMES:

After the completion of the course students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Apply Descriptive statistics, graphical visualization techniques, in deriving meaningful conclusions on data	Understand
CLO2	Apply statistical estimation to estimate population parameters from samples	Understand
CLO3	Understand index numbers	Understand
CLO4	Apply optimization techniques such as LPP, transportation problems etc to decision problems	Apply
CLO5	Evaluate solutions to business problems by applying correlation, regression, ANOVA and time series analysis of data	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	1				
PLO2					
PLO3	1	1	1	2	2
PLO4	2	1	3	3	3
PLO5	3	3	3	3	3
PLO6					
PLO7					
PLO8					
PLO9					
PLO10					
PLO11					

PLO12					
PLO13				1	1
PLO14	3	3	3	1	1

Module 1

Introduction to statistics, Descriptive statistics/exploratory data analysis, Data visualisation, Probability, sampling and sampling distribution, Sampling error, statistical estimation – Means and proportions.

Module 2

Analysis of variance, regression, correlation, time series techniques

Module 3

Index numbers, compounding, discounting, annuities, decision theory and decision tree.

Module 4

Linear programming: Graphical and simplex solutions, transportation, assignment and travelling salesman problems.

Module 5

Inventory models- EOQ, EOQ with price breaks, Probabilistic inventory models, Game theory, simulation- types of simulations, monte carlo simulations.

Recommended Books:

1. Levin, R. I., & Rubin, J. (2013). *Statistics for managers,7/e*, Pearson Education
2. Sharma, J.K. (2018). *Business statistics 4/e*. Vikas Publishing House Pvt Limited.
3. Hira, D. S. (1991). *Problems in Operation Research (Principles & Solution): Principles and Solutions*. S. Chand Publishing.
4. Winston, W. L., & Goldberg, J. B. (2004). *Operations research: applications and algorithms* (Vol. 3). Belmont^ eCalif Calif: Thomson/Brooks/Cole.
5. Anderson, D.R., Sweeney,D.J. Williams T.A., Camm J.D., & Cochran J.J. (2017)
6. *Statistics for Business and Economics*, 13e, Cengage Learning.
7. Rajagopal,K. (2012). *Operations Research*, PHI, New Delhi

KMC 2108 PROFESSIONAL SKILLS DEVELOPMENT (TRAINING PROGRAMME)

COURSE DESCRIPTION

The course is conceived as a training programme for students to enhance their personal productivity and skills in communication, interpersonal effectiveness, leadership and team work.

COURSE LEARNING OUTCOMES

After the completion of the course the students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Apply skills in interpersonal relationship in workplace	Apply
CLO2	Apply productivity improvement techniques at work	Understand
CLO3	Apply problem solving and creativity techniques	Understand
CLO4	Demonstrate skills in public speaking, oral presentations and team work.	Analyse

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4
PLO1				
PLO2				
PLO3	2	2	2	2
PLO4	2	2	3	
PLO5		2	3	
PLO6				
PLO7				
PLO8	3	3	3	3
PLO9	3	3	3	3
PLO10	3	3	3	3
PLO11	3	3	3	3
PLO12	3	3	3	3
PLO13				
PLO14		3	3	3

Module 1

Personal skills - Developing Self-Awareness, Managing Personal Stress, Goal setting, Personal SWOT analysis, Personal productivity techniques, Solving Problems Analytically and Creatively, Positive thinking.

Module 2

Interpersonal skills - Training on Johari Window- Building Relationships by Communicating Supportively, Gaining Power and Influence, Motivating Others- Building Emotional intelligence Managing Conflict.

Module 3

Group skills - Empowering and Delegating, Building Effective Teams and Teamwork, Negotiating effectively, Leading Positive Change.

Module 4

Specific communication skills- Extempore and public speaking, Group Discussion, Building Skills for cracking Interviews, Conducting Meetings

Module 5

Leadership skills - Games, understanding power, Task Assignments, Role perception, organizing events, feedback.

SEMESTER II

Sl. No.	Course No.	Name of the Course	L	T	P	Internal	End Sem	Credit
1	KMC2201	Operations Management	4			50	50	4
2	KMC2202	Integrated Management Systems	3	1		50	50	3
3	KMC2203	Management of Consulting Firms and Developing Consulting Career	3	1		50	50	3
4	KMC2204	New Age Marketing for Business Consulting	4			50	50	3
5	KMC2205	Project Management	3	1		50	50	3
6	KMC2206	Business Analytics	1		4	50	50	3
7	KMC2207	Business Communication Skills – II	3	1		50	50	3
8	KMC2208	Internship : Initial diagnosis of client issues in a consulting project (40 working days duration, 50 marks for continuous assessment & Report; and 50 marks for Viva Voce by a Board of Internal Examiners)				50	50	12
		Total				400	400	34

KMC2201 OPERATIONS MANAGEMENT

COURSE DESCRIPTION

This course introduces the student to the broad area of production and operations management. Application of forecasting methods are covered to describe the use of these in business situations. Basic understanding of operational environment is built up through time and method study practices and requirements. Operational decision making under different constraints are discussed in location selection, aggregate planning and inventory control. Statistical quality control and maintenance management contribute significantly to the control of operations in production organizations. New operations models like JIT and KANBAN help the student to evaluate modern trends in operations management.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the role of operations strategy in manufacturing and non-manufacturing sectors and develop an appreciation of the extent of the discipline	Understand
CLO2	To explain the methods used to analyze workplace productivity under time and method study in production organizations and understand working environment.	Understand
CLO3	To analyse operational forecasts by analyzing trends through different forecasting methods.	Analyse
CLO4	To evaluate location choices and develop plant layouts according to requirements of organizations	Evaluate
CLO5	Develop purchasing plans for organizations by evaluating inventory control decision choices after selecting appropriate mathematical models helping	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2					
PLO3	3	3	3	3	3
PLO4	3	3	3	3	3

PLO5	1	1	3	3	3
PLO6	2	2			
PLO7	2	2			
PLO8				1	1
PLO9					
PLO10					
PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Nature and Scope of Production and Operations Management; Interaction of Operations Management with other functional areas of Management; Manufacturing and Non-Manufacturing operations and their Classifications; Operations Strategy as a part of Corporate Strategy; Operations Planning and Control; Operations Forecasting: Forecasting methods.

Module 2

Plant Location – Factors, Steps in location selection, Plant Layout, Types of Plant Layout, Line balancing

Aggregate planning and Master Scheduling; MRP; Material Handling: Principles, Equipment's for Materials Handling.

Module 3

Work study; Time and Method study: Definition – Importance – Aims and Procedures; Implications on Productivity – Working Environment-Temperature; Humidity; Light; Noise; etc.; Industrial safety.

Module 4

Materials Management – Functions – Material planning and Budgeting – Value analysis- Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems– Perpetual; Periodic – JIT – KANBAN. Managing Vendors; Vendor Analysis; Rating and Selection.

Module 5

Maintenance Management Function – Types of Maintenance – Statistical Quality Control (SQC). Cost of Quality (COQ); ISO 9000 certification

Recommended Books

1. Adam Jr, E. E., & Ebert, R. J. (1996). Production and operations management: concepts, models, and behavior, International Edition.

2. Chary; S.N.(2009), *Production Operations Management*, Tata Mc-Grew Hill, New Delhi, 2009.
3. Ettkin, L. P., & Dilworth, J. B. (1992). *Study guide to accompany Dilworth: operations management: design, planning, and control for manufacturing and services*. McGraw-Hill.
4. Jacobs, F. R., & Chase, R. B. (2013). *Operations and supply chain management: the core*. McGraw-Hill..
5. Jones, P., & Robinson, P. (2012). *Operations management*. Oxford University Press.
6. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2015). *Operations management: processes and supply chains*. Pearson.
7. Doubler Donald W and Lee Lamar (1990) *Purchasing and Materials management*;, New York; McGraw Hill.
8. Simons, R. (Ed.). (2011). *Operations Management: A Modern Approach*. CRC press.

KMC 2202: INTEGRATED MANAGEMENT SYSTEMS

COURSE DESCRIPTION

The course covers current organizational practice in the domains of quality management, environmental management and safety management from a consulting perspective. It introduces the fundamental framework for organizations moving towards Total Quality Management. Methodologies like QFD, Benchmarking and Lean production which are used extensively for organizational improvement are introduced. Broadly applicable methods like 5S, JIT, Visual Management and tools like seven quality tools are explained. Widely accepted ISO 14001 EMS and OHSAS 18001 standards are explained.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To develop an understanding for management systems for quality, environment and safety in organizations and use the relevant tools.	Understand
CLO2	Identify, select and use appropriate tools and techniques for measuring, controlling and improving management system performance.	Understand
CLO3	To explain critical factors indicating organizational capabilities for Total Quality Management	Understand
CLO4	To carry out process based and risk-based evaluation as in ISO 9000, ISO 14000 and OHSAS 18000 for improving organizational functioning.	Analyse
CLO5	Critically analyze the strategic issues in management system certifications and audits and link it to organizational performance.	Evaluate
CLO6	Develop scenarios for management system implementation by applying corrective action and continual improvement approach in given situations.	Create

Mapping of CLOs to PLOs

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	3 2	3	3	3	3
PLO5	2		2		
PLO6	2	2	2	3	3
PLO7	3	3	3	3	3
PLO8				1	1
PLO9	1	1	1	3	3
PLO10			3	3	3
PLO11				2	2
PLO12					2
PLO13	3		3	3	3
PLO14	3	3	3	3	3

Module 1

The new business framework. Social responsibility of business organisations. Business management systems. Accreditation, approval and certification. Quality, competitiveness and customers, Understanding and building the quality chains, managing quality, Quality starts with understanding the needs, Quality in all functions. Early TQM frameworks, Quality award models (Deming, EFQM, Baldrige, CII Awards), Four Ps and three Cs of TQM – a new model for TQM.

Module 2

Performance measurement and the improvement cycle, Costs of quality, The process model for quality costing, A performance measurement framework, The implementation of performance measurement systems. Quality Function Deployment – House of Quality. Benchmarking- The why and what of benchmarking, purpose, the role of benchmarking in change, managing stakeholders and lowering barriers, Choosing benchmarking-driven change activities wisely.

Module 3

Continuous improvement-A systematic approach, Seven Quality Tools, Statistical process

control-Control Charts, Taguchi methods for process improvement.

Lean production– System assessment, process and value-stream mapping – Sources of waste. Lean production processes, approaches and techniques. —Importance of focusing upon flow. Tools: 5S, JIT, Cellular systems, TPM, Poka-yoke, Visual Management. Six sigma – DMAIC methodology

Module 4

Environmental Management. Sustainable development, Social responsibility and the new business paradigm. ISO 14000 EMS - Identification and assessment of environmental aspects. General methodologies for environmental risk assessment. Audits – types and methodology, ISO 19011. GRI Sustainability Reporting Standards –overview.

Module 5

Occupational Health and Safety: Basic concepts. Prevention principles. Identification and assessment occupational risks. General prevention principles. OHSAS 18001 standard: Risk detection, assessment, Hazard assessment, Audits and compliance. Integrating management systems.

Recommended Books

1. Oakland, John S.(2003) *TQM-Text with Cases*, 3e, Butterworth/Heinneman.
2. Besterfield, D.H, et al (2014) *Total Quality Management*, 3e, Pearson India.
3. Liker,J and Meier,D (2006) *The Toyota Way Fieldbook*, , McGraw-Hill.
4. ISO 9001 standard: current version
5. ISO 14001 standard: current version
6. Merril, P (2009). *Do it Right the Second Time: Benchmarking Best Practices in the Quality Change Process*, 2e, ASQ Quality Press.
7. Hoyle, D. (2015) *ISO 9000 Quality Systems Handbook*, 6e, Routledge.

KMC 2203: MANAGEMENT OF CONSULTING FIRMS AND DEVELOPING CONSULTING CAREER

COURSE DESCRIPTION

A basic course for students intending to practice as consultants, it introduces the standard procedures and practices of consultancy firms. Running a consulting organization involves investment in manpower and management planning. The course covers these aspects of consulting firms and builds on a strategic approach to consulting for developing a consulting practice covering diverse clients. Costing of consulting assignments and compensation of consultants are important management issues addresses in this course. It also explains the role of quality in building a consulting practice and the need for knowledge management tools for a successful consulting career.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To explain the structure of a consulting firm and identify general management practices in such firms.	Understand
CLO2	Understand the career progression paths for consultants in consulting firms and the prerequisites for building a successful career.	Understand
CLO3	Classify the costs incurred by consulting firms and develop costing procedures for consulting assignments considering operational quality	Understand
CLO4	Explain the different facets of client and consultant interaction that integrates knowledge management.	Analyse
CLO5	Develop knowledge management processes in consulting assignments and devise performance measures to evaluate consulting performance.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	1	2			
PLO2					
PLO3	3	3	3	3	3
PLO4	2	1	1		2
PLO5					

PLO6	2	1	1		1
PLO7	1				1
PLO8	1				
PLO9					
PLO10					
PLO11	1				2
PLO12	2				2
PLO13					2
PLO14	3	3	3	3	3

Module 1

Structuring a consulting firm, Legal forms of business, Management and operations structure, IT support and outsourcing, Office facilities, Careers and compensation in consulting- Personal characteristics of consultants, Recruitment and selection, Career development, Compensation policies and practices. Training and development of consultants- What should consultants learn. Training of new consultants, Training methods, Motivation for consultant development, learning options available to sole practitioners, Preparing for the future.

Module 2

The management challenge of the professions, achieving excellence professionally and in business, the consulting firm's strategy -The strategic approach, the scope of client services, the client base, Growth and expansion, Going international, Profile and image of the firm, Strategic management in practice.

Module 3

Costs and fees - Income-generating activities, costing chargeable services, Marketing-policy considerations, Principal fee-setting methods, Fair play in fee-setting and billing, towards value billing, Costing and pricing an assignment, billing clients and collecting fees

Assignment management - Structuring and scheduling an assignment, preparing for an assignment, managing assignment execution, controlling costs and budgets, Assignment records and reports, Closing an assignment

Module 4

Quality management in consulting-What is quality management in consulting? Key elements of a quality assurance programme, Quality certification, Sustaining quality. Operational and financial control -Operating work plan and budget, Performance monitoring, Bookkeeping and accounting

Module 5

Knowledge management in consulting firms-Drivers for knowledge management in consulting, Factors inherent in the consulting process, knowledge management programme, Sharing knowledge with clients

Recommended Books

1. Dawson, R. (2012). *Developing knowledge-based client relationships*. Routledge.
2. McKenna, P.J., & Maister, D. H. (2002). *First among equals: how to manage a group of professionals*. Simon and Schuster.
3. Stewart, T., & Ruckdeschel, C. (1998). *Intellectual capital: The new wealth of organizations*.
4. Maister, D. H. (2012). *Managing the professional service firm*. Simon and Schuster.
5. Lippitt, G., & Lippitt, R. (1986). *The consulting process in action*. San Diego: University Associates.
6. O'Mahoney, J., & Markham, C. (2013). *Management consultancy*. Oxford University Press.
7. Kind, J. (2001). *Finance and control issues*. *Management Consultancy: A Handbook for Best Practice*, 215.
8. Kipping, M., & Engwall, L. (Eds.). (2002). *Management consulting: Emergence and dynamics of a knowledge industry*. Oxford University Press, Oxford.

KMC 2204 NEW AGE MARKETING FOR BUSINESS CONSULTING

COURSE DESCRIPTION:

The aim of this course is to introduce consulting students to the fundamental theories and practices in marketing. The course will help the students comprehend the marketing function in client organisations so that they are equipped to diagnose the marketing aspects of business problems and also to suggest action plans in marketing.

COURSE LEARNING OUTCOMES:

After the completion of the course students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the function of marketing, customer value and strategic positioning.	Understand
CLO2	Understand digital marketing and how digital presence is planned and executed	Understand
CLO3	Understand consumer behavior and its determinants	Understand
CLO4	Demonstrate skills in planning and executing marketing plans for professional consulting	Apply
CLO5	Analyse the elements of a marketing programme in the light the brand's STP	Analyse

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4					
PLO5	2	2	2	2	2
PLO6	2	2	2	2	2
PLO7	2	2	2	2	2
PLO8				2	2
PLO9					
PLO10					

PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Introduction to marketing, Concept of value creation, Customer satisfaction and Customer relationship management, marketing environment, Consumer behaviour – consumer markets and business markets, segmenting, targeting and positioning, Strategic planning and formulation.

Module 2

New Product development, Product life cycle, Services marketing fundamentals, Product and branding decisions. Pricing strategies and methods, channel design, retailing, Online retail, integrated marketing communication – elements of IMC mix, brief introduction to each, measuring effectiveness.

Module 3

Marketing consulting services: Analysing the firm and its environment, Competition, Preparing the SWOT for your consulting firm, Assessing the market and the clients, Formulating a marketing plan, Building client data base and contact strategy, Personal selling process, tools and techniques. Personal branding, building customer relations and retaining customers in consulting,

Module 4

Digital Marketing Fundamentals: What is Digital Marketing, Web Analytics, Measurement Metrics, Accounts and profiles, Analytics reporting, Audience segmentation, Traffic and behaviour reports. E-commerce and Payment gateway: Ecommerce and Payment Gateway, Planning e-commerce website, remarketing products, Appointing Affiliates for products, cross/up/down selling, payment gateway in India, invoice payments through emails, SMS invoice payments, integrating payment gateway, affiliates for payment links

Module 5

SEO: SEO Keyword planning, Meta Tags and Meta Description, Website content Optimisation, Keywords in blogs and contents, on page and off-page SEO, Optimising with Google Algorithms, Measuring SEO Effectiveness, Google AdWords and PPC Advertising, LinkedIn and Twitter Marketing, Affiliate Marketing: What is affiliate Marketing, selecting affiliate Programme, Promoting Affiliate, Payments, Managing affiliate accounts.

Recommended Books

1. Connor, R. A., & Davidson, J. P. (1985). *Marketing your consulting and professional services*. Wiley.
2. Czerniawska, F., & Toppin, G. (2010). *The Economist: Business Consulting: A Guide to How it Works and How to Make it Work*. Profile Books.
3. Keller, K. L., & Kotler, P. (2016). *Marketing management*. Pearson.
4. Kotler, P. (2010). *Principles of marketing: a South Asian perspective, 13/E*. Pearson

Education India.

5. Levinson, J. C., & McLaughlin, M. W. (2011). *Guerrilla marketing for consultants: Breakthrough tactics for winning profitable clients*. John Wiley & Sons.
6. Chaffey, D., & Ellis-Chadwick, F. (2016). *Digital marketing*. Prentice Hall.
7. Hunt, B. (2011). *Convert!: Designing Web Sites to Increase Traffic and Conversion*. John Wiley & Sons.
8. Safko, L. (2010). *The social media bible: tactics, tools, and strategies for business success*. John Wiley & Sons.
9. Jantsch, J., & Singleton, P. (2016). *SEO for Growth: The Ultimate Guide for Marketers, Web Designers & Entrepreneurs*.
10. Capala, M., & Baldwin, S. (2014). *SEO Like I'm 5: The Ultimate Beginner's Guide to Search Engine Optimization*. CreateSpace Independent Publishing Platform.
11. Alhlou, F., Asif, S., & Fettman, E. (2016). *Google Analytics Breakthrough: From Zero to Business Impact*. John Wiley & Sons.
12. Chaffey, D. (2013). *E-business and E-commerce Management: Strategy, Implementation and Practice*. 5e, Pearson Education India.

KMC2205 PROJECT MANAGEMENT

COURSE DESCRIPTION

The course introduces project management terms and concepts. Students will discover the project life cycle and learn how to build a successful project from pre-implementation to completion. Project management topics such as resources, costs, time constraints and project scopes are also discussed in the course.

COURSE LEARNING OUTCOMES

After the completion of the course students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the concepts of project definition and life cycle	Understand
CLO2	Demonstrate understanding of project scoping, work definition, and work breakdown structure (WBS)	Understand
CLO3	Understand the use of computers in project management	Understand
CLO4	Analyse the complex tasks of time estimation and project scheduling, including PERT and CPM	Analyse

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1					
PLO2	2	2	2	2	2
PLO3	3	2	2	2	2
PLO4	1	1	1	2	2
PLO5	1	1	1	2	2
PLO6					
PLO7					
PLO8	1			2	2
PLO9					

PLO10					
PLO11					
PLO12	3	3	3	3	3
PLO13					
PLO14				3	3

Module 1

Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas, The Project Life Cycle, Project Management Processes, The Project Manager (PM), Challenges in project management. Business Case, Project screening and Selection Techniques. Project Planning: Introduction, Need and Process. Structuring concepts and Tools- (WBS, OBS, and LRC).

Module 2

Organizational Structure and Organizational Issues: Concept of Organizational Structure, Roles and Responsibilities of Project Manager, Leadership, Conflict Resolution, Team Management and diversity management.odule 3

Project Planning Tools (Bar charts, CPM, and PERT): Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimating-Types of Estimates and Estimating Methods. Project Risk Management: Risk Identification, Risk Analysis, Reducing Risks.

Module 4

Project Quality Management: Introduction to Quality, Quality Concepts, Value Engineering. Project Management Information System, Purchasing and Contracting for Projects, Project Performance Measurement.

Module 5

Project Execution, Project Control Process, Purpose of Project Execution and Control. Project Cost Control and Time cost Trade-off. Project Close-out, Termination and Follow-up: Project Close-out, Project Termination, Project Follow-up, Project Management Software's.

Recommended Books

1. Bentley, C. (2010). *The Essence of the PRINCE2: Project Management Method*. C. Bentley.
2. Cobb, C. G. (2011). *Making sense of agile project management: Balancing control and agility*. John Wiley & Sons.
3. Kerzner, H., & Kerzner, H. R. (2017). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
4. Meredith, J. R., & Mantel Jr, S. J. (2011). *Project management: a managerial approach*. John

Wiley & Sons.

5. Guide, A. (2001). Project management body of knowledge (pork® guide). In *Project Management Institute*.
6. Schwalbe, K. (2015). *Information technology project management*. Cengage Learning.

KMC2206 BUSINESS ANALYTICS

COURSE DESCRIPTION:

The course is intended to provide understanding of how managers use business analytics to formulate and solve business problems for managerial decision making. The course also aims at developing necessary practical skills in a spreadsheet software package so that the students are able to do common analytics tools using the software.

COURSE LEARNING OUTCOMES:

After the completion of the course, the students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Identify and describe complex business problems in terms of analytical models.	Understand
CLO2	Apply basic excel functions and tools for basic spreadsheet operations and analysis	Apply
CLO3	Use excel for data visualization	Apply
CLO4	Use Excel to perform regression, correlation, ANOVA, and cross tabulation in relevant data analysis problems	Apply
CLO5	Apply forecasting techniques using Excel.	Apply

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	1	1	1		
PLO2	1	1	1	2	2
PLO3	3	3	3	1	1
PLO4	3	3	3	3	3
PLO5					
PLO6					
PLO7					
PLO8					
PLO9	1	1	1	1	1
PLO10	1	1	1	1	1

PLO11					
PLO12	1	1	1	1	
PLO13	1	1	1	1	1
PLO14	3	3	3	3	3

Module 1

Introduction to business analytics, applications of analytics in business, scope of business analytics-descriptive, predictive, prescriptive- metric, types of data, decision models, basic excel skills: AVG SUM PRODUCT, Vlook up, Hlook up, Logic Function, Pivot Table, Goal Seek, What if, Interest, Array, Addons Visualizing and exploring data: frequency distribution, create charts, percentile and quartiles, construct contingency table, pivot tables to explore, pivot tables to construct cross tabulation, pivot charts. Break Even Analysis, Capital budgeting, Project Network

Module 2

Compute mean, median, mode, compute measures of dispersion (range, IQR, variance, SD), coefficient of variation, compute measures of location and dispersion for grouped data, covariance, correlation, Statistical inference using excel: ANOVA, chi-square test.

Module 3

Predictive models: Excel functions used in model-building, Regression analysis, using excel for finding best-fit line, finding least square coefficients, simple linear regression using excel, Multiple linear regression, regression with categorical variables

Module 4

Forecasting techniques: qualitative and quantitative techniques, Statistical models: moving average, exponential smoothing, time series with linear trend, regression-based forecasting for time series.

Module 5

Data mining: Data exploration and reduction: cluster analysis, Classification: classifying using k-NN and discriminant analysis, Association rules, Cause and effect models

Recommended Books

1. Albright, S. C., & Winston, W.L. (2005). *Spreadsheet modeling and applications: essentials of practical management science*. South-Western Pub.
2. Carlberg, C. (2014). *Statistical analysis: microsoft excel 2013*. Que Publishing.
3. Carlberg, C. (2017) *Predictive Analytics: Excel2016 (2nd edn)*, Que Publishing Indianapolis
4. Evans, J. R. (2012). *Business analytics*. Pearson Education
5. Levin, R. I. (2008). *Statistics for management*. Pearson Education India.
6. Whigham, D. (2007). *Business data analysis using Excel*. Oxford University Press

KMC 2207 BUSINESS COMMUNICATION SKILLS – II

COURSE DESCRIPTION

The course is intended to build report writing skills for preparing and delivering effective reports after analyzing business situations, preparing written reports including informational reports, problem-solving reports, and formal analytical reports.

COURSE LEARNING OUTCOMES

After completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand professional writing, researching, and constructing finished professional workplace documents.	Understand
CLO2	Understand the current resources (such as search engines and databases) for locating primary and secondary information, attribute the source with proper citation.	Understand
CLO3	Recognize, explain, and use reporting formats.	Apply
CLO4	Prepare recommendation reports.	Create
CLO5	Prepare information reports.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	1	1	1	1	1
PLO2	1	1	1	1	1
PLO3	2	2	2	2	2
PLO4					
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8	3	3	3	3	3

PLO9	3	3	3	3	3
PLO10	3	3	3	3	3
PLO11	2	2	2	2	2
PLO12					
PLO13	3	3	3	3	3
PLO14	2	2	3	3	3

Module 1

Writing as an Essential Job Skill: Four Keys to Effective Writing, Characteristics of Job- related Writing. Audience and Purpose: Meeting Audience’s Needs, Planning the Purpose, Scope and Medium. Technical Research: Conducting Technical Research, Researching at Work, Finding & Documenting Primary and Secondary data, Evaluating Sources

Module 2

Writing Process: Drafting, Revising, Editing, Copyediting and Publishing, Collaboration in Writing, Guidelines. Business Reports: Kinds of Reports, Terms of Reference, Objectives, Short Management Reports, Long Formal Reports.

Module 3

Document Design and Graphics: Designing the document, ABC’s of Print Document Design, Three Rules of Effective Page Design, Designing Graphics, Constructing Graphics, Tables, Figures, Using Visuals Ethically.

Module 4

Informative Reports: Summary, Abstract, Periodic Reports, Progress Reports. Investigative Reports: Incident Report. Writing Instructions & Procedures: Process, Style, Five Parts of Instructions, Writing Procedures for Policies and Regulations.

Module 5

Recommendation Reports: What is it?, Formatting and Organizing, Composing. Proposals: Composing Informal Proposals, Formal Proposals, Internal Proposals, Sales Proposals. Presentations at Work: Planning, Organizing, Preparing, Rehearsing, Group Presentation.

Recommended Books

1. Smith-Worthington, D & Jefferson, S (2008) *Technical Writing for Success*, 3e, South Western Cengage Learning.
2. Kolin,P.C (2009) *Successful Writing at Work*,2e, Houghton Mifflin Harcourt.
3. Chaturvedi, P.D & Chaturvedi, M (2017) *The Art and Science of Business Communication*, 4e, Pearson.
4. Raman, Meenakshi & Singh, Prakash (2012) *Business Communication*, 2e, Oxford University Press.
5. Netzley, M & Snow,Craig (2016) *Guide to Report Writing*, Pearson.

6. Bovee, C.V., Thill J.V & Chatterjee, A (2016) *Business Communication Today*, 10e, Pearson.
7. Houp, K.W., Pearsall, T & Elizabeth Tebeaux (2005) *Reporting Technical Information*, 11e, Oxford University Press.

KMC 2208: INTERNSHIP - I

COURSE DESCRIPTION

The internship at the end of second semester is intended to help the student develop diagnostic abilities required in a client interaction. The internship will be of 40 working days duration. A student will be supervised by a faculty guide for academic guidance and monitoring during the internship period. The students are required to undertake the internship training preferably with a consulting organisation or with an independent consultant working on a consulting assignment for any organisation. The internship project should involve consulting work in the area of technology or management.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	Understand the complex world of an organization, its internal and external environments and how these interact and impact the organization.	Understand
CLO2	Describe the consulting assignment problem clearly using the basis developed from courses covered in the first two semesters	Apply
CLO3	Interpret the assignment problem in the context of client interactions and apply theory learned to classify the problem.	Analyse
CLO4	Assess the factors involved in the problem, differentiating the client experience in comparison to general one.	Evaluate
CLO5	Assess the client situation and develop a consulting report covering the diagnosis of the problem	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3

PLO4	3	3	3	3	3
PLO5	3	3	3	3	3
PLO6					
PLO7					
PLO8	3	3	3	3	3
PLO9	3	3	3	3	3
PLO10	3	3	3	3	3
PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

SEMESTER III

Sl. No.	Course No.	Name of the Course	L	T	P	Internal	End Semester	Credit
1	KMC2301	Business, Government and Society	4	1		50	50	4
2	KMC2302	Business Model Analysis and Strategy	2		2	50	50	4
3	KMC2303	Managing Change in Organisations	2		2	50	50	4
4	KMC2304	Entrepreneurship and New Venture Planning	2		2	50	50	4
5	KMC2305	Elective-I	3	1		50	50	3
6	KMC2306	Elective-II	3	1		50	50	3
7	KMC2307	Elective-III	3	1		50	50	3
8	KMC2308	Elective-IV	3	1		50	50	3
		Total				400	400	28

KMC 2301: BUSINESS, GOVERNMENT AND SOCIETY

COURSE DESCRIPTION

The course develops an understanding of the multiple interactions business organizations have with the government and society through the channels of governance and law. Corporate governance under different models are explained. Framing of public policies covering sustainable development and environmental management-based on the organizational interactions with society are discussed. Business ethics and the legal basis of ethical business practices are explained. Corporate Social Responsibility as a legal enforcement of social responsibility of business organizations is discussed. The legal foundation of business-like law of contracts, Companies Act, Intellectual Property Act and Consumer Protection Act in the Indian context helps the understanding of the legal environment of business.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the role of government and society in the economic environment of business and identify the norms in Indian context.	Understand
CLO2	Describe the corporate social responsibility strategies and policies in force, especially in India.	Understand
CLO3	Explain the role of business governance in fulfilling societal obligations of businesses with specific analysis of Indian case studies	Understand
CLO4	Assess the ethical implications of business activities.	Analyse
CLO5	Examine the rationale of public policy formulation, evaluate the stakeholder management approaches of policies covering environmental management and sustainable development	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2					
PLO3					

PLO4	1	1	1	1	1
PLO5					
PLO6	3	3	3	3	3
PLO7	3	3	3	3	3
PLO8	1	1	1	1	1
PLO9					
PLO10					
PLO11					
PLO12	1	1	1	1	1
PLO13	2	2	2	2	2
PLO14	3	3	3	3	3

Module 1

The Study of Business, Government and Society (BGS): Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspectives. Corporate Governance: Models in Corporate Governance, OECD on corporate governance, need and importance of corporate governance, benefits of good corporate governance, obligation to society, investors, employees and customers. Indian cases

Module 2

Public Policies: The role of public policies, Government and public policy, classification of public policy, need for public policy in business and levels of public policy. Environmental concerns and corporations: role of stakeholders, sustainable development and role of corporate in environmental management, waste management and pollution control, environmental audit, Laws governing environment, ISO 14000.

Module 3

Business Ethics: Meaning of ethics, business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge, ethical decision making, some unethical issues, managing ethics at workplace, ethical organizations

Module 4

Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective.

Module 5

Business Law: Law of contract - meaning of contract, agreement, essential elements of a valid contract. The Companies Act, 2013, Consumer Protection Act, 1986- Intellectual property law, law relating to patents, copyrights, trademarks.

Recommended Books

1. Ghosh B. N (2012). *Business Ethics and Corporate Governance* , Tata McGraw-Hill.
2. Goel P.K (2012). *Business Law for Managers* , Biztantra, 2012.
3. Steiner George, A., & Steiner John, F. (1991). *Business, government, and society: a managerial perspective: text and cases*.
4. Fernando A. C. (2011) *Corporate Governance: principles, policies and practices*, 2/e, Pearson.
5. Tricker, R. B., & Tricker, R. I. (2015). *Corporate governance: Principles, policies, and practices*. Oxford University Press, USA.
6. Baxi C. V & Ray, R. S. (2012). *Corporate Social Responsibility: A Study of CSR Practices in Indian Industry*, Vikas Publishing House.

KMC 2302 BUSINESS MODEL ANALYSIS AND STRATEGY

COURSE DESCRIPTION

This course gives an understanding of the various conceptual frameworks to understand and analyze business models in diverse markets. It elaborates the different strategies used for different business models. It discusses different ways to formulate business model canvas for specific business organizations and the design of specific strategies. Analysing cost structure, assessing competition and market structure in the context of real business model cases leads to the development of sustainable business models.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	Understand strategic management in business and various tools and frameworks	Understand
CLO2	Understand how blue ocean strategy can bring about innovative business models	Understand
CLO3	Apply various business model analysis tools such as business model canvas.	Apply
CLO4	Examine innovative approaches to build real business models	Analyse
CLO5	Evaluate business models as part of consulting assignments	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1					
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	3	3	3	3	3
PLO5					
PLO6					

PLO7					
PLO8					
PLO9					
PLO10					
PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Scope and definition of strategy, Levels of strategy, Strategic Management process, roles and functions of personnel, Stakeholder approach to strategic management, social responsibility of Business, introduction to consulting in business strategy.

Module 2

Environmental analysis for strategic Planning, External: environmental threats and opportunities-PESTEL, Competitive environment, Internal: firm's strengths and weaknesses, portfolio analysis, RBV approach, Resources, Capabilities, Core competence, Competitive advantages,

Module 3

SBUs, SBU level strategies, Growth strategies; mergers and acquisitions; strategy implementation, and strategic control.

Module 4

Business model – conceptual definitions and scope; difference between business model and strategy; Need and relevance of business models; Tool for designing and analysing business models: Business Model Canvas; Four box model, business model wheel, Business Model Patterns; Designing business models; business model innovation.

Module 5

Blue ocean strategy Building and managing revenue models: Assessing competition and market structure; Analysing cost structure and gross margin models. Real examples of Business models; Sustainable business practices and business models.

Recommended Books

1. Afuah, A. (2014). *Business model innovation: concepts, analysis, and cases*. Routledge.
2. Jauch, L. R., & Glueck, W. F. (1988). *Strategic management and business policy*. McGraw-Hill.
3. Hill, C. W., Jones, G. R., & Schilling, M. A. (2014). *Strategic management: theory: an integrated approach*. Cengage Learning.

4. Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring corporate strategy: text & cases*. Pearson Education.
5. Porter, M. E. (1985). *Competitive advantage* free press. *New York*.
6. Porter, M. E., & Strategy, C. (1980). *The Free Press*. *New York*.
7. Osterwalder, A., Pigneur, Y., Oliveira, M. A. Y., & Ferreira, J. J. P. (2011). Business Model Generation: A handbook for visionaries, game changers and challengers. *African journal of business management*, 5(7), 8918-8932.
8. Wheelen, T. L., & Hunger, J. D. (2011). *Concepts in strategic management and business policy*. Pearson Education India.
9. Wirtz, B. W. (2011). *Business Model Management: Design—Instruments—Success Factors*. *Wiesbaden. Gabler*.

KMC 2303: MANAGING CHANGE IN ORGANISATIONS

COURSE DESCRIPTION

This course builds on fundamental management concepts and extends it into the realm of organizational behaviour and change management. As essential background for consulting the course introduces theory of change management through models. Practical aspects of organizational development techniques are explained for use by prospective consultants. Performance of organizations under different contexts and organizational transformation methods are discussed.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the concept of change in organizations and explain organizational behaviour through change models.	Understand
CLO2	Explain group and team dynamics leading to organizational effectiveness.	Understand
CLO3	Identify organizational problems and differentiate the contextual factors influencing change.	Analyse
CLO4	To assess organizational performance under change.	Analyse
CLO5	To evaluate organizational transformation requirements and propose interventional techniques.	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	2	2	2
PLO2	3	3	3	3	3
PLO3	2	2	2	2	2
PLO4	2	2	2	2	2
PLO5	2	2	2	3	3
PLO6	3	3	3	3	3

PLO7					
PLO8				2	2
PLO9					
PLO10					
PLO11	3	3	3	3	3
PLO12	3	3	3	3	3
PLO13	1	1	1	1	1
PLO14	2	2	2	2	2

Module 1

Introduction to organizational Change, Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change. Introduction to Organizational Development Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model.

Module 2

Organizational Problems and their Diagnosis Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information.

Module 3

OD Interventions Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations.

Module 4

OD Consultants and their skills, Skills of OD Agents and Role of Organisational Leadership. Factors influencing OD Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics, Impact and Functions of Culture and Manifestations of Organizational culture.

Module 5

Organization Transformation Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems.

Recommended Books

1. Cummings, G Thomas. Worley, G. Christofer. (2014). *Organisational Development and Change*. Cengage (10e).
2. Burnes, B. (2017). *Managing change*. Pearson Education (7e).
3. Kotter, J. P.(2012). *Leading change*. Harvard business press.
4. Singh, Kavita.(2009). *Organizational Change and Development*. Excel Books.
5. Grievies, Jim.(2010) *Organizational Change-Themes and Issues*. Oxford.
6. Ghanekar, Anjali. (2010). *Essentials of Organization & Development*. Everest Publishing House.
7. Gallos, V.Joan. Bass, (2006) Jossey. *Organizational Development*. Wiley Imprint.

KMC 2304 ENTREPRENEURSHIP AND NEW VENTURE PLANNING

COURSE DESCRIPTION

The course provides an understanding of the nature of entrepreneurship while providing inputs about policy support and the legal aspects. Different facets of business plan preparation after idea generation and environmental analysis are discussed. Feasibility analysis methods and business model planning which play key roles in the success of new ventures are explained. Financing and valuation of new ventures have evolved into sophisticated areas of entrepreneurship management and are discussed in both global and Indian contexts.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To explain the practical steps involved in starting new ventures.	Understand
CLO2	Discuss the financing, taxation regulations and legal requirements applicable to such ventures.	Understand
CLO3	Apply different methods of valuation, feasibility analysis, business planning and business model development.	Understand
CLO4	To evaluate the modes of financing for securing adequate investment including tapping government support.	Evaluate
CLO5	To create business models for mature ideas under start-up mode considering the legal and regulatory requirements	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	2	2	2
PLO2	2	2	2	2	2
PLO3	2	2	2	2	2
PLO4	3	3	3	3	3

PLO5					
PLO6	2	2	3	3	3
PLO7	2	2	2	3	3
PLO8				1	2
PLO9				1	2
PLO10				2	2
PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Entrepreneurship, Entrepreneurs, Characteristics of Entrepreneurship, Personality traits and personal values of entrepreneurs, Creativity and entrepreneurship, Idea generation and environmental analysis, Entrepreneurship Ecosystem.

Module 2

Entrepreneurship and Strategy, Business Models and Strategy, Innovation, Value proposition and market analysis, the Business Plan, Elements of the Business Plan, The Marketing and Sales Forecasting.

Module 3

Feasibility analysis: market feasibility, financial Feasibility and technical feasibility, Business model planning, New Value creation.

Module 4

Valuation, New Venture Finance, Determining Financial Needs, Sources of Financing, debt financing, equity financing, crowd funding, Securing Investors and Structuring the Deal, Approaching Investors, Structuring the Deal, Negotiation Skills, Networking and entrepreneurship, Business Incubation, Legal and Tax Issues, Governmental support to start-ups.

Module 5

Organising for start-ups, Legal incorporation- possibilities, Networking and Alliances, Organizing manufacturing and distribution – various operation models, Traditional Organizational Structure, Entrepreneurial Performance: The Balanced Scorecard.

Recommended Books

1. Butler, D. (2007). *Business planning: a guide to business start-up*. Routledge.

2. Desai, V, (2007). *Dynamics of Entrepreneurship Development and Management*, Himalaya Publications.
3. Sahay, A., & Sharma, V. (2008). *Entrepreneurship and new venture creation*. Excel Books India.
4. Drucker, P. (2014). *Innovation and entrepreneurship*. Routledge.
5. Raichaudhuri, A. (2010). *Managing New Ventures: Concepts and Cases in Entrepreneurship*. PHI Learning Pvt. Ltd.
6. Griffiths, C., & Crescenzo, B. (2012). *My Start-up Plan: The Business Plan Toolkit*. Harriman House Limited.
7. Kuratko, D. F., & Hornsby, J. S. (2017). *New Venture Management: The Entrepreneur's Roadmap*. Taylor & Francis.

SEMESTER IV

Sl. No	Course No.	Name of the Course	L	T	P	Internal	End Semester	Credit
1	KMC2401	*Major Project (Duration – 90 working days during Semester IV in a consulting firm or any other business organisation where the student can undertake a consulting project in management or technology. (Continuous assessment – 100, Final report – 100 marks & Viva-Voce – 100 marks)	8		40		300	28
8	KMC2402	Case Development Skills for Consultants (Training Programme)	2		2	100		4
		Total				100	300	32

COURSE DESCRIPTION

*The objective of Major Project is to provide students with practical exposure to the real world of business and consulting whereby they get an opportunity to apply the knowledge and skill acquired through the course. The students are required to undertake this project in a consulting organization or with an independent consultant. The project should involve taking up a consulting assignment in technology/management for an organisation. Students doing their projects with independent consultants are required to ensure that the assignment is carried out for a specific client organisation. Students can also take up independent consulting assignments for business organizations. The project will be of 90 working days duration. Each student will be allotted to a faculty guide for the project.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	Apply essential career skills including communication skills, time management and resource management skills	Apply
CLO2	Apply analytical thinking and methodological approaches based on previous course inputs on research methods.	Apply
CLO3	Use theoretical methods and models in solving business problems	Apply

CLO4	Interpret relevant project specific data compiled during client interactions and from secondary sources to describe the consulting problem using methods and theoretical background developed from associated courses.	Analyse
CLO5	Design organizational interventions integrating management concepts and real-world requirements of organizations.	Analyse
CLO6	Develop action plan for implementation support of consulting client organization	Evaluate
CLO7	Prepare a comprehensive project report complying with standard consulting project reporting norms learned from associated courses and present it for expert evaluation	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	2	2	2
PLO2	1	1	1	1	1
PLO3	3	3	3	3	3
PLO4	3	3	3	3	3
PLO5	3	3	3	3	3
PLO6	1	1		1	2
PLO7	2	2	2	2	2
PLO8	1	1	3	3	3
PLO9	3	3	3	3	3
PLO10	3	3	3	3	3
PLO11					
PLO12	3	3	3	3	3
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

KMC 2402 CASE DEVELOPMENT SKILLS FOR CONSULTANTS

COURSE DESCRIPTION:

The course aims to familiarise students with how to develop consulting cases from client briefs and to structure the case for internal communication.

COURSE LEARNING OUTCOMES:

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Explain what factors are critical for a defined successful outcome	Understand
CLO2	Explain why a particular option is preferred from among the others	Understand
CLO3	Identify client requirements	Analyse
CLO4	Identify the core problem in the business situation	Analyse
CLO5	Evaluate what benefits are expected and how they are aligned with business strategy	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	3	3	3	3	3
PLO5	3	3	3	3	3
PLO6	2	2	2	2	2
PLO7	2	2	2	2	2
PLO8	1	1	1	2	2
PLO9					

PLO10					
PLO11					
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Introduction to case study – Types of case study – Case study vs Business plan- Rationale for a case study - Essential elements of a case study – Advantages and limitations of case study- Case study designs – design parameters

Module 2

Scoping the case- Identifying client requirements – Know the stake holders & key decision makers; Understand the objectives of the client; Understand the strategic context; critical success factors- Indicative costs- Time framework- Expected deliverables; Case Development framework– 6D framework

Module 3

Building the case - Identification of pain points/problems, developing the problem statement, identify objectives; assigning metrics to objectives; Data gathering – Field Research Vs Desk Research; Identifying sources of information- Developing instruments – Interview

/survey protocols; Case study Investigator skills & training; drafting the case – testing and refining case.

Module 4

Analysing risk and returns/ cost and benefits –evaluate alternatives against metrics- creating a framework for alternatives –selecting a course of action – accounting of risks; Presentation of the case – Identification and justification of the case- methodology- assumptions-Alternatives – pros & cons - lessons learned.

Module 5

Case interview- Concept- types of case interviews- Skills for cracking a case interview -Case Interview Frameworks – Common myths and misconceptions.

Recommended Books

1. *Developing a Business Case (2010), Pocket Mentor series, Harvard Business Review Press*
2. [Raymond, S.](#) & [Amy, G.](#) (2015), *HBR Guide to Building Your Business Case*, HBR Guide Series.
3. William, N. and Margaret, N.(2006), *The Art and Craft of Case Writing*, M.E. Sharpe N.Y.

4. Yin, R.K. (2009) *Case study research; Design and methods*, Sage publications.
5. Garner, B.A. (2012), *HBR Guide to Better Business Writing: Engage Readers Tighten and Brighten Make Your Case*, Harvard Business Review Press
6. Weiss, A. (2011), *The Consulting Bible: Everything You Need to Know to Create and Expand a Seven-Figure Consulting Practice*, 1e, Wiley publication
7. Cosentino Marc P, (2016), *Case in Point 9: Complete Case Interview Preparation*, 9e, Burgee Press.
8. Stephen,P.(2014), *Case Interviews For Beginners*, Create Space Independent Publishing Platform
9. Peter O.(2016), *Consulting Frameworks: Use on your next startup, in an existing small business, or to ace the case interview (Business Success) (Volume 7)*
10. Victor C., (012) *Case interview secrets*, Innovation Press
11. Tom, R. (2011) *Case interview success*, 2e, Create Space Independent Publishing Platform
12. Destin,W. and Erin, R(2016), *The Case Interview: 20 Days to Ace the Case: Your Day-by-Day Prep Course to Land a Job in Management Consulting*, Tycho Press

List of Electives

1. HR Analytics
2. Corporate Training Consulting
3. Technology Enabled HR
4. HR Strategies for the New World
5. Consulting Expertise in Performance Management
6. Total Reward Management
7. Strategic Branding
8. Consulting in CRM Design and Management
9. Consulting in Marketing Research
10. Strategic Consulting for Service Organisations
11. Strategic Marketing
12. Marketing Communication Consulting
13. Retail Management
14. Technology and Innovation Management
15. Environmental Consulting (Impact Assessment & Certifications)
16. Enterprise Resource Planning
17. Supply Chain Management
18. Investment Banking & Financial Services
19. Financial Risk Management
20. Banking and Financial Services and Insurance
21. Securities Market.
22. Tax Consulting
23. Corporate Governance and Social Responsibility of Business
24. Consulting for Mergers, Acquisitions and Corporate Restructuring
25. Consulting for Public Private Partnership Projects

ELECTIVE: HR ANALYTICS

COURSE DESCRIPTION

The course seeks to develop an understanding on how analytics in HR helps in organisation- wide decisions and familiarise the students with the process to develop, analyse and present HR data for better business outcomes.

COURSE LEARNING OUTCOMES

After the completion of the course the student will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand how analytics can help HR decisions in organizations	Understand
CLO2	Apply quantitative and qualitative analysis for improved HR performance	Apply
CLO3	Analyse appropriate internal and external human resource metrics, benchmarks, and indicators	Analyse
CLO4	Interpret data from HR analytics data presented using visualization techniques	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4
PLO1	1	2	3	3
PLO2	3	3	3	3
PLO3	3	3	3	3
PLO4	3	3	3	3
PLO5	2	2	2	2
PLO6			2	2
PLO7				
PLO8			2	2
PLO9				

PLO10				
PLO11				
PLO12				
PLO13	3	3	3	3
PLO14	2	2	3	3

Module 1

Role of Data in HR – The transformation of HR- Data sources; Analytics and its applications in functional areas; Use of HR analytics for improved decision making (Case studies & Exercises).

Module 2

HR policies and procedures in organisations; Introduction to HR Metrics; Benchmarks and other key indicators; Linking Business mission & goals to HR benchmarks.

Module 3

Using the analytic process model and its phases; Applying the analytic process model; HRIS vs Predictive analytics; Types of HR analytics- Descriptive analytics, Diagnostic analytics, predictive analytics, prescriptive analytics; Case studies and exercises.

Module 4

Software tools; Quantitative techniques; Visualization and analysis using Excel; Data Analytic techniques using contemporary software packages.

Module 5

Presenting HR data; Future of Human Resource Analytics- Innovative approaches.

Recommended Books

1. Bassi, L. J., Carpenter, R., & McMurrer, D. (2010). HR Analysis Handbook. Reed Business.
2. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press.
3. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press.
4. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page Publishers.
5. Gary, D. Varkey B. (2015). Human Resource Management: Pearson Education India.
6. Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent. John Wiley & Sons.
7. Jac, F. E. (2010). The new HR analytics: predicting the economic value of your company's human capital investments. AMACOM Div American Mgmt Assn.
8. Pease, G., Byerly, B., & Fitz-enz, J. (2012). Human capital analytics: how to harness the potential of your organization's greatest asset. John Wiley & Sons.

ELECTIVE: CORPORATE TRAINING CONSULTING

COURSE DESCRIPTION

The objective of the course is to provide conceptual understanding and skill for providing consulting services to organisations in planning, developing and delivering business-aligned and dynamic learning events and programmes to enable continuous learning and development to client firms.

COURSE LEARNING OUTCOMES

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the role of training and development in organizations and describe the process of training process.	Understand
CLO2	Explain various training methods.	Understand
CLO3	Analyse learning management systems for employees in organisations.	Analyse
CLO4	Evaluate training and development processes and systems	Evaluate
CLO5	Design appropriate learning management strategies	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					

PLO11	1				
PLO12					
PLO13	1	1	1	3	3
PLO14	1	1	1	3	3

Module 1

Introduction to training and development -- Training objectives – Training vs development vs Education – Need for training – Learning theories and principles – Learning styles.

Module 2

Knowing the Training Process – Conducting Training Need Analysis (TNA) - Organization Analysis, Task Analysis, Person Analysis–Transfer of training.

Module 3

Designing training programme; Training methods –off the job –on the job training- Induction training - Cross-cultural sensitivity training –Diversity training- Team-building training – Self-directed learning; Trainers’ needs, role and influence- New technologies in training- Electronic Enabled Training Systems.

Module 4

Designing Management development programmes –Conducting Training Evaluation, Evaluation plan, Levels of Evaluation Methods of Evaluation, Feedback and Assessment, Trainer Evaluation, Assessing the ROI of Training.

Module 5

Training Implementation- Strategy to training; Training to performance. Opportunities for consulting in Training and development - Innovative approaches in training and development.

Recommended Books

1. Beebe, S. A., Mottet, T. P., & Roach, K. D. (2012). Training & development: Communicating for success. Pearson Higher Ed.
2. Blanchard, P. N., & Thacker, J. W. (2010). Effective Training: Systems, Strategies, and Practices NJ: Pearson Prentice Hall.
3. Kirkpatrick, D. L. (2009). Transferring Learning to Behavior: Using the Four Levels to Improve Performance.
4. Knowles, M. S., Holton III, E. F., & Swanson, R. A. (2014). The adult learner: The definitive classic in adult education and human resource development. Routledge.
5. Noe, R. A., & Peacock, M. (2002). Employee training and development.
6. Pareek, U., & Lynton, R. P. (2011). Training for development. SAGE India.
7. Saks, A. M., & Haccoun, R. R. (2010). Managing performance through training and development. Cengage Learning.

ELECTIVE: TECHNOLOGY ENABLED HR

COURSE DESCRIPTION

This course covers the use of information systems and modern technology in human resource management. It provides an understanding of the technological changes influencing HR professionals across areas like training, personnel management and employee communication. HRIS software package functionalities are examined and case studies of organizations adopting such technology enabled HR discussed.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand use of technology for decision making in human resource management.	Understand
CLO2	To understand how Information Systems for HR can be designed and implemented in an organisation.	Understand
CLO3	To apply the technology enabled methods of learning for self-improvement and employee learning in organizational environment.	Apply
CLO4	Conclude how technology supported decision making can be useful for organizations through HRIS software	Analyse
CLO5	design of organizational HR software packages covering the HR functions by using modern ICT platforms	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					

PLO11	1				
PLO12					
PLO13	1	1	1	3	3
PLO14	1	1	1	3	3

Module 1

Changing role of HR- HR and technology – Evolution and the future, Impact; HRM and internet – challenges and threats; Mobile learning for HR professionals and leaders; HR as strategic partner.

Module 2

Data & Information needs for HR Manager - Sources of Data - IT for HR Managers. e –HR, HR portals, Overview of HRIS - HRIS Subsystems; Types of HRIS.

Module 3

H.R.I.S Planning & Designing, cost benefit analysis of HRIS, Vendor analysis, Tools used in H.R.I.S, Implementation–Planning, Maintaining & limitations of H.R.I.S. Software packages in HRIS – SAP, People soft (input, output and screen), specialty software; standalone soft wares; Security of data & Operation of HR modules.

Module 4

HR functions with HRIS/ specialty software- employee self-service, time tracking, performance management, Legal and regulatory compliance, HR & financial data, HRIS in small and large organisations (case studies), Staffing process in high technology environment- E recruiting, E learning technologies for HR.

Module 5

Communication technologies – groupware communication, Social media and HR; Automated HR; Innovative and emerging HR tools – Case study discussions.

Recommended Books

1. Badgi, S. M. (2012). Practical Guide to Human Resource Information System. PHI Learning Private Limited.
2. Cascio, W., & Boudreau, J. (2010). Investing in people: Financial impact of human resource initiatives. Ft Press.
3. Ceriello, V. R., & Freeman, C. (1991). Human resource management systems. Jossey-Bass Inc., Publishers.
4. Headworth, A. (2015). Social Media Recruitment: How to successfully integrate Social media into recruitment strategy. Kogan Page Publishers.
5. Kavanagh, M. J., & Johnson, R. D. (Eds.). (2017). Human resource information systems: Basics, applications, and future directions. Sage Publications.
6. Martin, G. (2008). Technology, outsourcing & transforming HR. Routledge.
7. Rosenberg, M. J. (2005). Beyond e-learning: Approaches and technologies to enhance organizational knowledge, learning, and performance. John Wiley & Sons.
8. Waddill, D., & Marquardt, M. (2011). The e-HR advantage: the complete handbook for technology-enabled human resources. Nicholas Brealey Publishing.

ELECTIVE: HR STRATEGIES FOR THE NEW WORLD

COURSE DESCRIPTION

The course aims at providing an orientation to the strategic perspective of HRM in today's volatile and dynamic business environment.

COURSE LEARNING OUTCOMES:

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Demonstrate knowledge in HR strategic management process	Understand
CLO2	To identify the linkage between HRM functions and organizational strategies	Analyse
CLO3	Analyse change in a cultural context and summarize the causes and context of change	Analyse
CLO4	Analyse the developing role of human resources in the global arena	Analyse
CLO5	Evaluate key areas of Strategic Human Resource Management including commitment and engagement, organizational design, performance management, learning and development, international HR practices, and organizational culture	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2

PLO7					
PLO8			2	2	2
PLO9					
PLO10					
PLO11	1				
PLO12					
PLO13	1	1	1	3	3
PLO14	1	1	1	3	3

Module 1

HRM - The Internal and External context, Strategic fit; Resource-based view of strategic HRM; Best fit approach; Bundling of HR practices; SHRM models; Investment perspective of HRM.

Module 2

Strategic HRM planning and implementation; Strategic HR fit with competitive strategy of the firm; Resource based view of the firm; Core competence and competitive advantage.

Module 3

Framework of HR strategy: Nature, purpose and types of HR strategies; Developing, setting out, implementing and evaluating HR strategies; The impact of strategic HRM-concept of performance; HR activities and organizational performance; High performance work system; Components of HPWS; Strategic HRM in action.

Module 4

HR strategies; Human Capital Management; HCM and business; Organisational Development; OD and business; Knowledge Management; Strategic KM issues; KM and business; Employee Resourcing; Employee Value Proposition and strategic resourcing plans; Talent Management & Process of TM; Strategic Human Resource Development (SHRD); Elements of HRD; Reward strategy; Content of reward strategy and effective reward strategies.

Module 5

Implementing Strategic Change; Employee engagement; Factors affecting and enhancing employee engagement; HR practices that improve business performance; CSR and role of HR in Criminating change and OD; Balanced scorecard; Strategic HRM in India; Strategic HR perspective of Global Organisations in India –New forms of SHRM.

Recommended Books

1. Armstrong, M. (2011). Armstrong's handbook of strategic human resource management. Kogan Page Publishers.
2. Christensen, R. (2006). Roadmap to strategic HR: Turning a great idea into a business reality.

AMACOM Div American Mgmt Assn.

3. Jeffrey, A. M. (2003). Strategic human resource management. Singapore: Thomson Southwestern Limited.
4. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2003). Gaining a competitive advantage. Irwin: McGraw-Hill.
5. Schuler, R. S., & Jackson, S. E. (2008). Strategic human resource management. John Wiley & Sons.
6. Sharma, A., & Khandekar, A. (2014). Strategic human resource management: an Indian perspective. Lulu Press, Inc.
7. Ulrich, D., & Brockbank, W. (2005). The HR value proposition. Harvard Business Press.
8. Wright, P. M., Boudreau, J. W., Pace, D., Sartain, L., McKinnon, P., & Antoine, R. (2011). The chief HR officer: Defining the new role of human resource leaders. John Wiley & Sons.

ELECTIVE: CONSULTING EXPERTISE IN PERFORMANCE MANAGEMENT

COURSE DESCRIPTION

The course intends to familiarize students with the fundamental concepts, processes and best management practices in this area so as to enable them to offer customized consulting, implementation, and training services in performance management to efficiently manage and develop HR resources in client organisations. Students get a basic understanding on the critical aspects while developing a performance management plan for client organization

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	Understand job-related performance standards and performance indicators that reflect Key Result Areas.	Understand
CLO2	Assess performance improvement planning considering the key factors	Analyse
CLO3	Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses	Evaluate
CLO4	Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.	Evaluate
CLO5	Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3

PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					
PLO11	1				
PLO12					
PLO13	1	1	1	3	3
PLO14	1	1	1	3	3

Module 1

Performance Management for consultants-objectives, scope and benefits; PM Cycle –Models of Performance Management, Performing Job, role and competency analysis.

Module 2

Goal setting process, Organizational, functional and individual Key Result Areas- Key performance indicators (KPI); Performance appraisal methods - traditional & modern Methods; Performance appraisal for development- Assessment centers- Multi-rater assessment; Potential appraisal.

Module 3

Knowing the Measurement approaches – traits-behaviour- results based; Types of performance measures, diagnosing performance problems; Role of raters in managers in performance appraisal- Conducting appraisal interview & feedback - Performance coaching.

Module 4

Performance improvement planning – Analyse reasons and manage performance- setting up personal development plans, Developing, implementing and maintaining PMS- challenges in PMS.

Module 5

Performance management & Employee development –Working with line managers in performance management; Linking pay to performance – challenges of linking performance to rewards; Ethics in performance management – Realities of ethics in performance management.

Recommended Books

1. Aguinis, H. (2009). Performance management. Upper Saddle River, NJ: Pearson Prentice Hall.
2. Armstrong, M., & Baron, A. (1998). Performance management: The new realities. State Mutual Book & Periodical Service.
3. Chadha, P. (2003). Performance Management: It's About Performing-Not Just Appraising. Macmillan.
4. Sahu, R. K. (2009). Performance management system. Excel Books India.
5. Wilson, C. (2007). Best practice in performance coaching: A handbook for leaders, coaches, HR professionals and organizations. Kogan Page Publishers.
6. Pareek, U., & Rao, T. V. (1990). Performance coaching. The 1990 Annual: Developing Human Resources, San Diego: University Associates, 249-263.
7. Harvard Business Essentials (2010). Performance Management - Measure and Improve the Effectiveness of Your Employees.
8. HBR Guide Series (2017) HBR Guide to Performance Management Paperback

ELECTIVE: TOTAL REWARD MANAGEMENT

COURSE DESCRIPTION

The course is designed to orient students to the strategic role of total reward in attracting, retaining, motivating and managing performance of employees in firms. The course will explore various compensation systems, job analysis and legal requirements related to compensation to develop understanding of how total reward can be designed, implemented and managed.

COURSE LEARNING OUTCOMES:

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand reward as a strategic variable in organizations	Understand
CLO2	Understand various wage determination methods.	Understand
CLO3	Apply various work measurement techniques	Apply
CLO4	Evaluate different pay structures and their potential implications on performance and motivation	Evaluate
CLO5	Design components of employee compensation considering the relevant legal framework governing compensation in India and other relevant variables	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2

PLO9					
PLO10					
PLO11	1				
PLO12					
PLO13	1	1	3	3	3
PLO14	1	1	3	3	3

Module 1

Compensation and reward as a strategic HR tool; The total reward concept – philosophy, designing total rewards

Module 2

Fundamentals of total rewards - models; Element of compensation, Theories of wage determination; Micro and macro factors affecting compensation; Job analysis and market analysis; Work measurement techniques.

Module 3

Performance management and compensation; Traditional bases of pay; Linking pay with performance; Individual and group incentives. Competency-based pay programmes – skill-based and knowledge based; Person focused pay.

Module 4

Base pay structures – Developing pay structures, Cash bonus plans, Equity based rewards, Employee benefits, Benefits Compliance; Executive compensation-salary, stock options, stock grants, severance payments, Change in control clause, Benefits and perquisites.

Module 5

Compensation - legal framework in India - Analysis of compensation and benefits plans in various sectors of Indian industry: Case discussions & Exercises.

Recommended Books

1. Armstrong, M., & Brown, D. (2006). Strategic reward: making it happen. Kogan Page Publishers.
2. Armstrong, M., & Murlis, H. (2007). Reward management: A handbook of remuneration strategy and practice. Kogan Page Publishers.
3. Henderson, R. I. (2003). Compensation management in a knowledge-based world. NJ: Prentice Hall.
4. Nelson, B. (2012). 1501 ways to reward employees. Workman Publishing.
5. Shields, J., Brown, M., Kaime, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P. & Plimmer, G. (2015). Managing Employee Performance & Reward: Concepts, Practices,

Strategies. Cambridge University Press.

6. Singh, B. D. (2007). Compensation and Reward management. Excel Books India.
7. Stone, F. (2002). Performance and Reward Management: People 09.09 (Vol. 13). Capstone.
8. WorldatWork. (2015). TheWorldatwork Handbook of Compensation, Benefits and Total Rewards: A Comprehensive Guide for Hr Professionals. Wiley.

ELECTIVE: TECHNOLOGY AND INNOVATION MANAGEMENT

COURSE DESCRIPTION

This course enables the learner to understand the different aspects of technology that can be leveraged by organizations for growth. It explains the dynamic nature of innovation as a driving force behind organizational lifecycle curves. Understanding diffusion of innovation is aided by the description of technology forecasting methods. The role of technology strategy and that of collaboration or alliances in technology led organizational growth are examined with case analyses. Methods for impact analysis of technology subject to policy and regulatory constraints are discussed.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	Understand the nature, extent and diversity of technological change and innovation.	Understand
CLO2	Explain the planning and management of technology innovation programs.	Understand
CLO3	Apply the different methods of technology forecasting and conduct technology impact analysis.	Apply
CLO4	To identify innovations in technology aligned with organizational strategy, design solutions incorporating these considering financial implications and the organizational structure.	Analyse
CLO5	Evaluate strategic management options of technology management and assess innovation capabilities for product or service.	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3

PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					
PLO11	1				
PLO12					
PLO13	1	1	1	3	3
PLO14	1	1	1	3	3

Module 1

Evolution of Technology; Effects of New Technology, Technology Assessment, Technology Choice, Technological Leadership and Followership, Technology Acquisition, Technology Forecasting, Exploratory: Intuitive, Extrapolation, Growth Curves, Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram

Module 2

Technology Innovation, Key Issues in Innovation Management, Innovation as a Management Process, Successful innovations and innovators. Key Contextual Influences. Technology Intelligence, Technology Strategy – overview.

Module 3

Learning from Markets: Differentiating products, Marketing technological products, Forecasting the diffusion of innovation, learning through alliances: collaboration, patterns of collaboration, managing alliances.

Module 4

Organisational Implications of Technology, Relationship between Technical Structure and Organisational Infrastructure, Organizing for Innovation, Intellectual Property Strategy, Financial Aspects in Technology Management, Project valuation and financing.

Module 5

Technology impact analysis, environmental, social, legal aspects, Technology Indicators – examples, Technology Management Scenario in India, Institutions for Technology Management in India, Evolution of Technology Policy in India, Technology development-case studies from India

Recommended Books

1. Schilling, Melissa A (2010). *Strategic Management of Technological Innovation*, 3e, McGraw-Hill Irwin.
2. Christensen, Clayton M. (2003). *The Innovator's Dilemma*, Collins Business.
3. Moore, Geoffrey A., (2002). *Crossing the Chasm*, Revised Edition, Collins Business.
4. Tidd, Joe; Bessant, John & Pavitt, Keith (2005). *Managing Innovation*, 3e, John Wiley & Sons, Ltd.
5. Narayanan, V.K. (2001). *Managing Technology and Innovation Management*, Pearson Education.
6. Rogers, E.M (1983). *Diffusion of Innovations*, 3e, The Free Press.
7. White, M.A & Bruton, G.D (2011). *The Management of Technology & Innovation: A Strategic Approach*, 2e, South-Western CENGAGE Learning.

ELECTIVE: STRATEGIC BRANDING

COURSE DESCRIPTION

The course explores concepts and tools used in building successful brands. It aims to develop students' understanding of strategic brand management process, brand equity, elements in brand equity building, measuring brand equity, strategies in managing brand portfolios, and management of brands over time

COURSE LEARNING OUTCOMES

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Describe the meaning and purpose of branding and demonstrate knowledge of the process and methods of brand management	Understand
CLO2	Understand the brand elements that build brand equity	Understand
CLO3	Analyse the link between STP and branding	Analyse
CLO4	Evaluate various methods of measuring brand equity and strategies in managing brand portfolios	Evaluate
CLO5	Evaluate the issues in managing brand over time	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					
PLO11	1				
PLO12					

PLO13	1	1	1	3	3
PLO14	1	1	1	3	3

Module 1

Introduction to the concept of Brand Management: Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands (Case study)

Module 2

Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker’s Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding

Module 3

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process Measuring & Interpreting brand performance: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems.

Module 4

Measuring Brand Equity: Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative Methods-Brand based comparisons, marketing-based comparisons-Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis. Designing and sustaining branding strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands over time. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First mover advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Module 5

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

Recommended Books

1. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brandmanagement: Building, measuring, and managing brand equity*. Pearson Education India.
2. Kapferer, J. N. (1994). *Strategic brand management: New approaches to creating and evaluating brand equity*. Simon and Schuster.
3. Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). *Strategic brand management*. Oxford University Press, USA..
4. De Chernatony, L. (2010). *Creating powerful brands*. Routledge.
5. Ries, A., & Ries, L. (2009). *The 22 immutable laws of branding: How to build a product or service into a world-class brand*. Harper Collins.
6. Davis, M. (2017). *The fundamentals of branding*. Bloomsbury Publishing.

ELECTIVE: CONSULTING IN CRM DESIGN AND MANAGEMENT

COURSE DESCRIPTION

The course familiarises the students the fundamentals of CRM in an organisation. It introduces the core concepts, the role of technology in CRM and emphasizes CRM as a business strategy.

COURSE LEARNING OUTCOMES:

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the strategic framework of CRM.	Understand
CLO2	Understand the concept of customer lifetime value, and value metrics	Understand
CLO3	Explain different customer loyalty programmes	Understand
CLO4	Analyse customer experience and its link to CRM	Analyse
CLO5	Formulate and assess strategic, operational and tactical CRM decisions	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					

PLO11	1				
PLO12					
PLO13	1	1	3	3	3
PLO14	1	1	3	3	3

Module 1:

CRM – Introduction, Role and importance, customer satisfaction and customer loyalty, Customer relationship, Types of CRM, Role of CRM in marketing, Options for CRM Implementation, CRM components, Functional vs Strategic CRM. Role of consultants in CRM.

Module 2:

CRM requirement analysis for client firms, CRM strategy planning, Customer data base, Customer profile analysis, customer profitability and life time value, customer value metrics, , Customer based metrics- customer acquisition and customer activity, Customer life cycle: acquisition, Customer retention, managing defection, customer equity.

Module 3:

Customer experience management, Customer loyalty programmes, Managing customer value networks, managing partners, channels and suppliers for customer value creation and delivery.

Module 4:

Use of IT in CRM, Data repository, Data mining, tools for analytics and prediction, customer data protection and privacy, Marketing automation, Sales automation, service automation, Call centre management.

Module 5:

Pre-implementation stage, prototyping, Organising for CRM: training and monitoring CRM implementation and performance, KPIs in CRM, CRM control techniques, Practical cases in CRM design and implementation, Assessing the effectiveness of the consulting project in CRM. Transferring learning from the project to other clients

Recommended Books:

1. Peelen E. D. (2010). *Customer Relationship Management*, Pearson Education.
2. Buttle, F. (2012). *Customer Relationship Management Concepts and Technologies*, Butterworth Hienennan.
3. Kostojohn, S., Paulen, B., and Johnson,M.(2011). *CRM Fundamentals*, Apress.
4. Kumar,V., and Reinartz, W. (2012). *Customer Relationship Management, Concepts, Strategy and Tools*, Springer.

5. Greenberg, P. (2009). *CRM at the Speed of Light*, Fourth Edition ,TataMcGraw Hill.
6. Dyché ,J. (2002). *The CRM Handbook: A Business Guide to Customer Relationship Management*, Addison Wesley.
7. Baran, R. J.,Galka, R.J. (2013). *CRM: The Foundation of Contemporary Marketing Strategy*,Paperback Edition, Sultan Chand & Company.
8. Kumar,V. and Reinartz, W. (2005) *Customer Relationship Management: A Databased Approach*, John Wiley & Sons

ELECTIVE: CONSULTING IN MARKETING RESEARCH

COURSE DESCRIPTION

The course helps develop required skills to carry out marketing research independently. Augmented with case studies, lectures, research notes, and software applications for analysis, course aims to deepen the understanding of methods for collecting, analysing, and summarizing data pertinent to solving marketing problems.

COURSE LEARNING OUTCOMES

After the completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Understand the stages in marketing research process	Understand
CLO2	Analyse research problem, questions and objectives from a decision problem	Understand
CLO3	Apply statistical packages for descriptive statistics from quantitative data and interpret data analysis results in the context of the business problem	Apply
CLO4	Develop a market research design	Create
CLO5	Design sampling approach and sampling frame and select appropriate data collection methods and manage the process	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7	2	2	2	2	2
PLO8	2	2	2	2	2
PLO9					

PLO10					
PLO11	1				
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1:

Introduction to Marketing Research: Significance of Marketing Research (MR), the MR industry, MR and Marketing Information System (MIS), an overview of the MR Process. Consulting in marketing research, types, compensation, marketing MR services to clients, market for MR in India.

Module 2:

Research Design Formulation: Exploratory research design (focus group interviews), descriptive research design (survey & observation) causal research design (experimentation). Qualitative research in marketing- FGD, Depth Interviewing, Projective techniques, Qualitative data analysis.

Module 3:

Sampling & Measurement: Measurement and scaling, questionnaire and form design, sampling design and procedures. Fieldwork.

Module 4:

Data Collection & Analysis: Data preparation, data analysis: frequency distribution, hypothesis testing, and Frequency tables and cross-tabulation, data analysis: hypothesis testing related to differences, correlation, and regression.

Module 5:

Analysis of variance and covariance, Correlation and regression, Advanced methods of analysis in MR- Discriminant analysis, Cluster analysis, factor analysis, Conjoint analysis, Multi-Dimensional Scaling.

Recommended Books:

1. Malhotra, N. K. & Dash, S. (2010). *Marketing Research: An Applied Orientation. Indian Edition, : Pearson Education.*
2. Nargundkar, R. (2003). *Marketing research-Text & cases 2E.* Tata McGraw-Hill Education..
3. Field, A. (2013). *Discovering statistics using IBM SPSS statistics.* sage.
4. Zikmund, William G., Barry J. Babin, Jon C. Carr, and Mitch Griffin. *Business research methods.* Cengage Learning, 2013.
5. Burns, A. C., Bush, R. F., & Sinha, N. (2014). *Marketing research (Vol. 7).* Boston, MA, USA: Pearson.
6. Hair, J. F., Celsi, M. W., Ortinau, D. J., & Bush, R. P. (2008). *Essentials of marketing research.* McGraw-Hill/Higher Education.
7. Aaker, D. A., Kumar, V., & Day, G. S. (2008). *Marketing research.* John Wiley & Sons.

ELECTIVE: STRATEGIC MARKETING CONSULTING FOR SERVICES

COURSE DESCRIPTION

This course is designed to develop knowledge and skills in marketing services so as to enable the students to offer consulting services in strategic marketing in service industry.

COURSE LEARNING OUTCOMES

After completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Demonstrate knowledge of 7 P's of Service Marketing	Understand
CLO2	Understand the consumer behaviour in Service Sector	Understand
CLO3	Analyse branding decisions in service markets	Analyse
CLO4	Evaluate service quality and service standards	Evaluate
CLO5	Design suitable marketing mix for services	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	2	2	3	3	3
PLO5					
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					
PLO10					
PLO11	1				
PLO12					
PLO13	1	1	3	3	3
PLO14	1	1	3	3	3

Module 1

Nature of service products and markets, factors affecting consumer behaviour and consumer decision making in service markets, service elements, Importance of services in Indian economy, Understanding Service Products, Consumers, and Markets. Challenges of consulting in service markets, consulting in retail and hospitality industry.

Module 2

Service marketing mix, positioning in service market, Branding decisions in service, Designing the service, Service delivery network, Pricing decisions

Module 3

Service quality, SERVQUAL model, Expectations and perceptions, Service blue print, Service innovations – Indian examples and cases, Servicescape design,

Module 4

Internal marketing in Services marketing, managing customers' role, automation in service, service failure and recovery, CRM.

Module 5

Demand management in service marketing, IMC in services, Understanding Service Products, Consumers, and Markets.

Recommended Books

1. Lovelock, C., and Patterson, P. (2015). *Services Marketing*, 6/e, Pearson.
2. Zeithmal, V. A., Bitner, M.J., Gremler, D. D., and Pandit, A. (2013). *Services Marketing: Integrating Customer Focus Across the Firm*, 6/e, Special Indian Edition, McGrawHillIndia,
3. Nargundkar,R. (2010). *Services Marketing*.
4. Verma, H. V. (2012). *Services Marketing: Text and Cases*, 2/e, Pearson.
5. Lovelock, C., and Chatterjee, J. (2011). *Services Marketing: People, Technology and Strategy*, 7th Edition.
6. Bateson, J.E.& Douglas K. H, (2012). *Services Marketing*, Cengage,
7. Gronroos, C. (2007). *Service Management and Marketing: Customer Management in Service Competition*, 3/e

ELECTIVE: STRATEGIC MARKETING

COURSE DESCRIPTION:

The course deals with development and implementation of marketing strategy using theoretical frameworks to identify and evaluate strategic options and programs. The course aims to equip students to apply analytical frameworks to understand markets and develop strategic marketing plans for firms. Forecasting and contextual possibilities, product-market definition, relationships with channels of distribution, relationships with customers, competitive analysis, financial models for marketing strategists, portfolio models, strategic assessment of offerings, marketing strategy implementation systems.

COURSE LEARNING OUTCOMES:

After completion of the course, students will be able to:

Learning Outcomes		Cognitive Level
CLO1	Demonstrate knowledge of strategic management and strategic planning process	Understand
CLO2	Apply internal and external environment analysis for strategic planning.	Apply
CLO3	Analyse marketing strategies of organizations from standpoint of future trends, ethical considerations and opportunities	Analyse
CLO4	Analyse marketing programmes in the light of marketing strategies	Analyse
CLO5	Evaluate competitive actions and their impact on the firm	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	2	2	3	3	3
PLO2	2	2	3	3	3
PLO3	2	3	3	3	3
PLO4	3	3	3	3	3
PLO5	3	3	3	3	3
PLO6	2	2	2	2	2
PLO7					
PLO8			2	2	2
PLO9					

PLO10					
PLO11	1				
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Introduction to strategic marketing; Corporate strategic planning; Strategic Business units; Identifying Market opportunities External & Internal Analysis; Forecasting & Scenario Building for strategic flexibility; Marketing plan.

Module 2

Competitor analysis; Customer analysis; Segmentation; Targeting; Positioning; New Product - Service Marketing Strategies. Product; Pricing; Distribution and promotion; Strategic CRM.

Module 3

Entrepreneurial Marketing; Strategies for Growth Markets – Defenders & Prospectors; market leader strategies: expanding market share; protecting market share.

Module 4

Sales and marketing organisation; Strategies for mature markets; Strategies for declining markets; Marketing in emerging economies; Strategic marketing for emerging industries.

Module 5

Green marketing; BOP marketing; Social entrepreneurship; Evaluating marketing performance; Marketing ethics.

Recommended Books

1. Strategic Marketing, Cravens and Piercy, McGraw Hill.2005.
2. Porter, M. E. (2008). *Competitive strategy: Techniques for analyzing industries and competitors*. Simon and Schuster.
3. Porter, M. E. (1985). *Competitive advantage: creating and sustaining superior performance*, Free Press.
4. Keller, K. L., & Kotler, P. (2016). *Marketing management*. Pearson.
5. Proctor, T. (2014). *Strategic marketing: an introduction*. Routledge.
6. HBR's 10 Must Reads in Strategic Marketing, Harvard Business Review, 2013.
7. Gilligan, C., & Wilson, R. M. (2012). *Strategic marketing planning*.Routledge.

ELECTIVE: MARKETING COMMUNICATION CONSULTING

COURSE DESCRIPTION:

The aim of the paper is to impart knowledge in concepts and tools in IMC so as to enable students to independently assess the market in the context of marketing communication and design an effective IMC programme for a client organisation. The course helps build understanding of the principles and practices of marketing communications.

COURSE LEARNING OUTCOMES:

Learning Outcomes		Cognitive Level
CLO1	Understand the IMC planning environment, the legal and ethical considerations in IMC	Understand
CLO2	Analyse IMC objectives and formulate an IMC budget;	Analyse
CLO3	Evaluate creative strategies in the light of given marketing objectives and strategies;	Evaluate
CLO4	Evaluate the effectiveness of various forms of media and the media planning process	Evaluate
CLO5	Develop IMC programme in various organizational and market contexts.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	2		3	3
PLO2	2	2		3	3
PLO3	1	3	3	3	3
PLO4		2		1	2
PLO5					
PLO6	3	1		1	1
PLO7					
PLO8	3		2	2	1

PLO9	1				
PLO10	1				
PLO11	1				1
PLO12					1
PLO13		2			
PLO14		2	3	2	3

Module I:

Integrated Marketing Communication, concept, IMC mix components, and the planning process. Role of advertising in IMC mix and marketing; Types of advertising and merits and limitations of each type, Types of consulting firms in IMC: Advertising agency: organizing and functions; market research firms, PR firms, sales promotion ND Media services, major players in advertising, legal, ethical and social aspects of advertising. Opportunities in consulting in IMC

Module II:

STP and IMC. Creating an Advertising campaign, Strategic planning brief, Creative brief, Creative Strategies, Production and execution of TVCs and print ads, Advertising budget, Methods of estimating advertising budgets.

Module III:

Media Planning, Budgeting: Evaluation- Methods. Media buying, Emerging media trends. Advertising Research, Measuring advertising effectiveness, AIDA & DAGMAR Approach.

Module IV:

Sales Promotion: Types of sales Promotion. Consumer promotion and dealer promotion, Pit falls of excessive sales promotion and its impact on brand equity. Consumer Behaviour and Sales Promotion: Deal Prone Consumer; Sales Promotion’s Impact on Sales; Designing of effective promotion campaigns. Implementation of promotion campaigns. Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Ethics of sales promotion, Strategic issues in designing sales promotional strategies

Module V:

Using digital media for communication and promotion, Public relations and publicity; PR and publicity Campaign management, Sponsorships; Exhibitions; Word of mouth promotion, Compensation schemes in IMC consulting, emerging trends in hiring and providing consulting services.

Recommended Books:

1. Belch, G. E., & Belch, M. A. (2014). Advertising and Promotion: An Integrated Marketing Communications Perspective, (6 ed), McGraw-Hill.

3. Percy, L. (2008). *Strategic integrated marketing communications*. Routledge.
4. Shah, K. (2014). *Advertising and Integrated Marketing Communications*, McGraw Hill Education India
5. Hard, Norman, *The Practice of Advertising*, Oxford, Butterworth Heinemann
6. Ogilvy, D. (2013). *Ogilvy on Advertising*, Knopf Doubleday Publishing Group.
7. Blattberg, R. C., & Neslin, S. A. (1990). *Sales promotion: Concepts, methods, and strategies*. Prentice Hall.
8. Caywood, C. (2011). *The Handbook of Strategic Public Relations and Integrated Marketing Communications*, 2/E, McGraw Hill Professional
9. Kim M., & Carolyn (2016). *Social Media Campaigns: Strategies for Public Relations and Marketing*, Routledge.

ELECTIVE: ENVIRONMENTAL CONSULTING (IMPACT ASSESSMENT & CERTIFICATIONS)

COURSE DESCRIPTION

The course is a specialized introduction to consulting in environmental management by organizations covering methodologies and certifications. Prepares the learner to understand the legal and regulatory aspects of environmental management in India. Different facets of environmental management and certification under internationally accepted management systems like ISO and reporting mechanisms like GRI are explained. EIA and SEA are discussed from national and international perspectives. Case studies elaborate the current practice.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the evolution of environmental management policies	Understand
CLO2	To explain the legal framework at global, national and local levels for environmental management.	Understand
CLO3	To describe the mechanisms followed under legislations and legal requirements for environmental impact assessments and evaluations in India and other industrialized nations.	Understand
CLO4	To assess organizational projects under EIA methodology and extend it using SEA for offering insights in consulting assignments.	Evaluate
CLO5	Develop environmental management programs for organizations using standardized EIA approaches and international certifications.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	2	3	3	3	3
PLO3	3	3	3	3	3
PLO4	1	1		2	2
PLO5					
PLO6	3	3	3	2	2

PLO7	3	3		3	3
PLO8	1	1	2		2
PLO9	1		2		2
PLO10					2
PLO11					
PLO12					
PLO13		3	3	3	3
PLO14	3	3	3	3	3

Module 1

Principles and procedures, Introduction and principles, Origins and development, Indian Legal and Constitutional Context

Module 2

Process- Starting up; early stages, Impact prediction, evaluation and mitigation, Participation, presentation and review, Monitoring and auditing: after the decision

Module 3

Practice - An overview of India, developed countries practices to date, Comparative practice

Module 4

Prospects- Improving the effectiveness of project assessment, widening the scope: strategic environmental assessment

Module 5

Case studies of EIA in practice

Recommended Books

1. Ahmad Y. J. and Sammy G. K., 1987: *Guidelines to Environmental Impact Assessment in Developing Countries*, UNEP Regional Seas Reports and Studies No. 85, UNEP, 1987.
2. European Commission, 1999: *Guidelines for the Assessment of Indirect and Cumulative Impacts as well as Impact Interactions*. Luxembourg
3. International Association for Impact Assessment, 1999: *Principles of Environmental Impact Assessment Best Practice*, UK.
4. Lee N., 1995: *Environmental Assessment in European Union: a tenth anniversary project appraisal 7*
5. Modak P. & Biswas A. K., 1999: *Conducting Environmental Impact Assessment for Developing Countries*, United Nations University press.
6. Morris P and Therivel R., (eds), 1995: *Methods of environmental impact assessment*, UCL press, London.
7. World Business Council for Sustainable Development, (2005): *Environmental and social impact assessment (ESIA) guidelines*.

ELECTIVE: ENTERPRISE RESOURCE PLANNING

COURSE DESCRIPTION

The course covers the evolution of management information systems to enterprise resource planning systems. Functional management concepts are shown to form the basis of the modular nature of ERP. The architecture of common ERP platforms like SAP and Peoplesoft are discussed with workflow designs of different modules. To consolidate application knowledge the implementation cycle of typical ERP projects including vendor selection and project specification are discussed. The course highlights the breadth of application possibilities for ERP in tandem with E-enabled technology.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand organizational models and their use in ERP system development.	Understand
CLO2	To explain about the modules contributing to organizational acceptance of ERP systems like SAP underscoring the flexible design.	Understand
CLO3	To examine implementation projects of ERP systems by explaining the implementation life cycle process covering aspects like vendor selection and project specification.	Analyse
CLO4	Evaluate organizational requirements and information flows to design work flows through process maps incorporating ERP functionalities.	Evaluate
CLO5	To develop knowledge and skills in systems integration and the related technology infrastructure to understand the design and implementation of ERP systems in firms.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3		3
PLO2	3	3	3		3
PLO3	3	3	3	3	3
PLO4	2	2	3	3	1
PLO5					
PLO6					1

PLO7					
PLO8	1	1	1	2	2
PLO9					
PLO10					
PLO11				1	1
PLO12					
PLO13	2	2	2	2	2
PLO14	2	2	2	2	2

Module 1

Introduction to ERP, Evolution of ERP; Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP, An Overview of Enterprise, Integrated Management Information; Business Modelling; ERP for Small Business; ERP for Make to Order Companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.

Module 2

ERP and Related Technologies; ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System (DSS); Supply Chain Management (SCM).

Module 3

ERP System; ERP system: Introduction; Finance, Plant Maintenance, Quality Management, Materials Management; ERP Market: Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA); QAD; A Comparative Assessment and Selection of ERP Packages and Modules.

Module 4

ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode); Vendors; Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User.

Module 5

Future Directions in ERP; New Markets; New Channels; Faster Implementation Methodologies; Business Modules and BAPIs; Convergence on Windows NT; Application Platform; New Business Segments; More Features; Web Enabling; Market Snapshot.

Other Related Technologies of SCM: Relation to ERP; E-Procurement; E-Logistics; Internet Auctions; E-markets; Electronic Business Process Optimization; Business Objects in SCM; E commerce.

Recommended Books

1. *Manufacturing Resource Planning (MRP II) with Introduction to ERP, SCM and CRM* by KhalidSheikh, McGraw-Hill ,2002
2. *ERP and Supply Chain Management*, Christian N. Madu,CHI, 2004.
3. *Implementing SAP ERP Sales &Distribution*, Glynn C. Williams, McGraw-Hill, 2008.*Concepts in Enterprise Resource Planning*, Joseph A. Brady, Ellen F.Monk, and Bret J. Wagner, Course Technology, 2001.
4. *Enterprise Resource Planning Systems*, Daniel E. O'Leary, Cambridge University Press, 2000.
5. *Essentials of Business Process and Information System*, Sinha P.Magal and Jeffery Word, Wiley India, 2009.
6. *ERP in Practice*, Jagan Nathan VamanTata McGraw-Hill, 2008.
7. *Enterprise Resource Planning, second edition*, Alexis Leon, Tata McGraw-Hill, 2008.
8. *ERP*, Mahadeo Jaiswal and Ganesh Vanapalli, Macmillan India, 2009.
9. *ERP- Concepts and Practice*, Vinod Kumar Grag and N.K. Venkitakrishnan, Prentice Hall of India, 2006.

ELECTIVE: SUPPLY CHAIN MANAGEMENT

COURSE DESCRIPTION

The course covers supply chain management as a separate discipline studying impacts of the operations of a firm and the influence of other stakeholders in operational decisions of the firm. Performance measures to understand the success of SCM strategy are explained. Strategic decision-making covering sourcing covering supplier partnerships are discussed as are distribution strategies and quantitative decision methods enabling such decision making. Inventory is explained as a decision driven supply chain management activity based on validated models. Future perspectives of SCM under technology driven environment helps in understanding the possibilities of tying technology and SCM.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To explain the different components of a supply chain and determine the performance drivers.	Understand
CLO2	To understand the decision-making process behind sourcing and interpret the connection with SCM strategy.	Understand
CLO3	Interpret the organizational needs and requirements to formulate distribution strategies based on models.	Analyse
CLO4	Evaluate the decision driven inventorying policies of organizations against the background of SCM strategy.	Evaluate
CLO5	Develop SCM strategy for organizations to improve SCM performance through enabling environments integrating technology and good practices through valid models.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	2	2	3	3	3
PLO5			2	2	

PLO6	2	2	2	2	2
PLO7	3	3	2	2	2
PLO8			1	1	1
PLO9					
PLO10					
PLO11					
PLO12					
PLO13	3	3	2	3	3
PLO14	3	3	2	3	3

Module 1

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases
 -Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance.
 Supply chain strategy - Supply Chain Performance Measures.

Module 2

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world-class supply base- Supplier Development - World Wide Sourcing.

Module 3

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design -Network Design decisions using Decision trees.

Module 4

Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management

Module 5

Supply Chain Integration - Building partnership and trust in SSC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Argo Supply Chains.

Recommended Books

1. *Supply Chain Management – Text and Cases, Janat Shah, Pearson Education, 2009.*
2. *Supply Chain Management-Strategy Planning and Operation, Sunil Chopra and Peter Meindl, 6th edition, PHI Learning / Pearson Education, 2016.*
3. *Business Logistics and Supply Chain Management, Ballou Ronald H, Pearson Education, 5th Edition. 2007.*
4. *Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Special Indian Ed, McGraw-Hill.2008.*
5. *Supply Chain Management-Concept and Cases, Rahul VAltekar, PHI, 2005.*
6. *Modelling the Supply Chain, Jeremy FShapiro, Cengage Learning, 2/e, 2009.*
7. *Principles of Supply Chain Management- A Balanced Approach, Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, South-Western,4/e, Cengage Learning, 2015.*

ELECTIVE: INVESTMENT BANKING & FINANCIAL SERVICES

COURSE DESCRIPTION

The course is intended to offer an understanding of investment banking services and other financial services. The intricate and complex relationship of these with the legislations and central banking regulations are explained. Taxation issues are discussed while considering the financial services like leasing, housing finance and related procedures. Risk management practices like factoring, forfeiting and underwriting are explained along with detailed credit related services. As an area showing rapid growth, microfinance is examined as also innovations in securitization and credit rating methods.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the functioning of investment banking, role of depositories and custodians.	Understand
CLO2	To understand financial services like factoring, venture capital, leasing, hire purchase.	Understand
CLO3	To explain the concepts and developments in micro finance, credit rating and securitization.	Understand
CLO4	Apply basic notions of credit risk and RBI guidelines for credit and market risk management	Apply
CLO5	Assess financial issues and noncompliance with mandated regulations by analyzing case studies and reports of such financial services companies.	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	2	2	2	2	2
PLO5		2	2	2	2

PLO6	2	2	2		
PLO7	2	2	2		
PLO8				1	1
PLO9					
PLO10					
PLO11					
PLO12					
PLO13	2	2	2	3	3
PLO14	2	2	2	3	3

Module 1

Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks, Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers- SEBI issue and Listing of Debt securities Regulation 2008

Module 2

Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants. Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996- Registration of depository and participant- Rights and Obligations of depositories and participants- Recent amendments Custodial services- The Stock Holding Corporation of India Limited

Module 3

Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan Non-Banking Finance Companies: Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, factoring in India Forfeiting: Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India

Module 4

Underwriting: Concept – Devolvement - Business model - Underwriting in fixed price offers and book-built offers. Venture Capital: Concept, features, Origin and the current Indian

Scenario. Private equity Investment banking perspectives in private equity Microfinance: The paradigm - NGOs and SHGs - Microfinance delivery mechanisms - Future of micro finance. Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.

Module 5

Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies. Rating agencies for SMEs Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitize assets, Benefits of Securitization, Issues in Securitization.

Recommended Books

1. Indian Financial System – Bharati V.Pathak, 3/e, Pearson Education, 2011.
2. Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
3. Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
4. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
5. Merchant Banking & Financial services - VII & Dhavan, 1/e, McGrawhill

ELECTIVE: FINANCIAL RISK MANAGEMENT

COURSE DESCRIPTION

The course offers an introduction into the evolving and expanding practice of financial risk management. The course analyses and discusses the various sources of risk and risk management techniques such as Value at Risk (VaR), volatility models, and correlation models. The course focuses on the main issues of financial risk management. Data analysis is an important part of this course. A student successfully completing this course will be familiar with the main current practices of financial risk management.

COURSE LEARNING OUTCOMES:

Learning Outcomes		Cognitive Level
CLO1	Understand what is risk and the basic concepts of modelling its application for measuring and managing financial risks.	Understand
CLO2	Explain integrated risk management framework and the role of risk management offices	Understand
CLO3	To measure volatility in market prices, highlight risk management issues in investments.	Analyse
CLO4	Develop optimum solutions through hedging with futures and options	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4
PLO1	3	3	3	3
PLO2	3	3	3	3
PLO3	3	3	3	3
PLO4	3	3	3	3
PLO5	3	3	3	3
PLO6	2	2	2	2
PLO7	2	2	1	1
PLO8			1	2
PLO9				
PLO10				
PLO11				
PLO12				
PLO13	1	1	2	3

PLO14	1	1	2	3
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Module 1

Financial Risk: An Overview, Evolution, and the Environment. Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)

Module 2

Market Data Analysis -Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures Risk and volatility Measurement. The issue of time aggregation, different measures of volatility such as AR, ARMA, EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility.

Module 3

Measuring risk using Value-at-Risk, concept and computation of VaR using different approaches, expected shortfalls, treasury applications Stress testing and back-testing, Extreme Value Theory

Module 4

Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, MCX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.

Module 5

Futures and Options - Differences- valuation of futures, valuation of long and short forward contracts - Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Index futures, interest rate futures - arbitrage opportunities, Hedging & Trading strategies, Options Payoffs – Option Valuations – Blacksholes and Binomial Models – Hedging Using options.

Recommended Books

1. John Marthinsen (2009), *Risk Takers: Uses and Abuses of Financial Derivatives, 2nd Edition*, Pearson Education.
2. Peter Christoffersen (2003), *Elements of Financial Risk Management*, Academic Press.
3. Robert McDonald (2006), *Derivatives Markets, 2nd Edition*, Addison Wesley.
4. Jonathan Mun (2006), *Modeling Risk: Applying Monte Carlo Simulation, Real Options Analysis, Forecasting, and Optimization Techniques, 1st Edition*, Wiley.
5. John Marthinsen (2009), *Risk Takers: Uses and Abuses of Financial Derivatives, 2nd Edition*, Pearson Education.
6. Hull, John C., “*Options, Futures and Other Derivatives*”, 6th edition, Prentice Hall India.

ELECTIVE: BANKING, FINANCIAL SERVICES AND INSURANCE

COURSE DESCRIPTION

The course describes the functioning of Indian financial markets and its role in the economy. It also explains the working of mutual funds as important financial aggregation instruments for investments. The investment options before different classes of investors through the banking system and non-banking financial services are discussed. Risk management of portfolios form an important part of investment management and is explained. Retirement planning and personal insurance for investors are discussed.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the Indian Financial Market and its interactions with economy.	Understand
CLO2	To explain the working of mutual funds and understand the regulations covering such financial instruments.	Understand
CLO3	Describe the various investment options for the small investor and risk management of such portfolios covering multiple investment products.	Understand
CLO4	To evaluate retirement planning needs and integrate it with financial planning of investors.	Analyse
CLO5	Design the key elements of the Life Insurance products and services; and develop a life insurance cover strategy for clients.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	1	3	3	3	3
PLO3	1	2	2	3	3
PLO4				2	
PLO5				2	2
PLO6	1	1	1	2	2
PLO7	1	1	1		
PLO8					

PLO9				2	2
PLO10				2	2
PLO11					
PLO12					
PLO13	2	2	2		
PLO14	2	2	2	1	1

Module 1

Introduction to Indian Financial Market: macro-economic parameters of Indian economy, features of Indian Financial Market, structure of Indian financial market, role of the participants in the Indian financial markets, role of various regulators in Indian financial markets, securities Market Segments: nature, functions and types of issues in Primary Markets, role and function of secondary markets, Understanding the various types of various corporate Actions.

Module 2

Mutual funds: meaning and features of a mutual fund, key terms and concepts associated with mutual funds, regulatory framework for mutual funds, the various types of mutual fund products, taxation of mutual fund products, investment options in mutual funds, processes associated with investing in mutual funds, the uses and processes of conducting systematic transactions, List the benefits of investing with mutual funds. Cost associated with Mutual Funds

Module 3

Investment products: various types of small savings instruments, various types of fixed income / debt instruments, alternate investments, direct equity as an investment option. Managing investment risk: concept of risk, types of risk, ways of measuring risk. Measuring investment returns: concept of return, concept of compounding, computation of real rate of return vs. nominal return, computation of Tax adjusted return, Risk-adjusted Returns.

Module 4

Financial planning: need and scope of financial advisory services, delivery of financial advice to client, assets, liabilities and net worth, preparation of budget, financial planning delivery process. Asset Allocation and Investment Strategies, Portfolio construction, Practical asset allocation and rebalancing strategies, need for portfolio monitoring and re-balancing. Retirement planning: retirement planning process, estimating retirement corpus, retirement products and their features, Tax and estate planning, Income tax principles, Tax aspects of Investment products, Annuity Schemes, Wealth Tax Act and its implication for clients, Estate Planning.

Module 5

Insurance Planning: need for insurance in personal finance, requirements for a risk to be insurable, role of insurance in personal finance, steps involved in Insurance Planning, types of insurance products, life insurance products, non-life insurance products, life insurance needs analysis (Human life approach, Needs approach). Need for Financial Literacy initiatives

Recommended Books

1. Mishra R. K., Yadav, I .S., Kumar A. P, Mishra, S.P., Kiranmai,J. (2014) *Risk Management In Banking Insurance and Financial Services*, Academic Foundation.
2. Gopal, C.R. (2014). *Management of Financial Services.*, Vikas Publishers.
3. NISM (2015). *Merchant Banking*
4. NISM (2018). *Investment Advisor Level 1*
5. NISM (2018). *Investment Advisor Level 2*

ELECTIVE: SECURITIES MARKET

COURSE DESCRIPTION

The course intends to provide a thorough understanding of securities market in India. The major participants in securities market and the broking operations are described. Risk management and surveillance measures for securities market operations are discussed to provide a clear understanding of the investor exposure. The clearing and settlement process and the various regulatory control mechanisms associated with these processes are explained.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the role of securities market in Indian economy and the market trading functions.	Understand
CLO2	To explain the working of securities market, broking operations, clearing process and the settlement process.	Understand
CLO3	To describe the risk management methods used by market participants and enforceable regulations by market regulators including surveillance measures.	Understand
CLO4	Analyse the functioning of clearing agents and depositories in clearing process.	Analyse
CLO5	Assess investor protection measures and grievance redressal mechanisms to understand shortcomings and develop corrective actions for clients.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3		
PLO3	3	3	3	3	3
PLO4	1	1	1		
PLO5					
PLO6					
PLO7					
PLO8					
PLO9					

PLO10					
PLO11					
PLO12					
PLO13	2	2	2	2	3
PLO14	2	2	2	2	3

Module 1

Introduction to the Securities Market, Indian securities markets and its role in Indian economy, structure of securities market, money market and its key features, products traded in the securities market. Market Participants in the Securities Market, Types of investors, Issuers, Intermediaries, Regulators and regulatory framework Market Index, Understanding NIFTY and SENSEX. Volatility Index, Global Indices

Module 2

Securities Broking Operations, trade life cycle, Front office operations, client on-boarding and registration, KYC, Unique Client Code, Type of Orders (Limit Order, Market Order, Stop Loss Order, Cover Orders, Bracket Order) order management, Validation of Orders , order routing through the exchange, execution of trade, risk management practices, surveillance mechanism, back-office operations, trade enrichment, Error Handling, trade allocation, trade confirmation/modification, Contract Notes, Clearing and settlement, accounting, information technology, Regulatory compliances.

Module 3

Risk management, risk management practices, capital adequacy requirements, client account control, Pre-trade risk control – Order Limit, Margin requirements, Index Based Market Wide Circuit Breakers, Price bands of Securities, Other Surveillance Measures by Stock Exchanges – (GSM, SMS Scrips, APB); Compliances and regulatory reporting.

Module 4

Clearing Process, Obligation of Trading Member, Role of clearing agency in clearing of trades, role of clearing banks in clearing of trades, Role of clearing members / Custodians in clearing of trades, Role of depositories and depository participants in clearing of trades, clearing process for equities trading, Clearing process for derivatives trading, Custodian

Module 5

Settlement Process, cycle, Settlement of Internet based trading and order placed on phone, Settlement of funds, Settlement of securities, Corporate actions adjustment, Security Shortage Handling, Auction & Close out Procedures of securities. Settlement Guarantee Fund, Investor Protection Fund. Investor grievances and arbitration, Redressal of investor grievance, Procedure of arbitration, role of appellate arbitration, other services provided by [brokers](#): IPO applications-Collection of IPO application forms, ASBA facility, Mutual fund trading through stock exchange, Portfolio management services provided by brokers, Research reports, Depository services, Margin trading

Recommended Books

1. O'Hara, T. E., & McLane, H. J. (1995). *Taking control of your financial future: making smart investment decisions with stocks and mutual funds*. Irwin Professional Publishing.
2. Benz, C. (2011). *Morningstar Guide to Mutual Funds: Five-Star Strategies for Success*. John Wiley & Sons.
3. NISM (2018). *Securities Market Foundation*.
4. NISM (2018). *Research Analyst (XV)* (Updated till March 2018)
5. NISM (2015). *Equity Derivatives*
6. NISM (2018). *Equity Derivatives (VIII)* (Updated till March 2018)
7. NISM (2018). *Mutual Fund Distributors (V-A)* (Updated till September 2016)
8. NISM (2018). *Securities Operations and Risk Management (VII)* (Updated till March 2017)
9. NISM (2018). [Currency Derivatives \(I\) \(Updated till March 2018\)](#)

ELECTIVE: TAX CONSULTING

COURSE DESCRIPTION

The course covers income tax laws and income tax accounting for individuals and firms. Implications of different status of the assesses are discussed with the help of sample cases. Computation of tax incidence on individual assesses and business organizations are explained.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand the central concepts in the law of income tax, including the capital gains provisions, and fringe benefits tax.	Understand
CLO2	To identify tax issues and apply relevant income tax rules to arrive at reasoned solutions.	Understand
CLO3	To explain computation of income under different heads of assessed income and non-assessable income.	Understand
CLO4	To carry out the process of computation of taxes for firms under different tax rules and tax legislations.	Apply
CLO5	To assess the tax liabilities of a client or a given case and devise appropriate legal and optimal taxation level.	Create

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	3	3	3		
PLO5					1
PLO6	1	1	1		
PLO7	1	1	1		
PLO8					1
PLO9					
PLO10					

PLO11					
PLO12					
PLO13	1	1	1	2	2
PLO14	3	3	3	3	3

Module 1

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee)

Module 2

Explanation under various heads of income. Income from salary, Income from House Property. Income under the head Profit and Gains of Business or Professions and its computation- basis method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Module 3

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain (theory & problems), deductions from capital gains.

Module 4

Income from Other Sources (Theory Only) Permissible deductions under section 80 C to 80 U. Setoff and carry forward of losses and clubbing of Incomes.

Module 5

Computation of tax liability of a firm and partners. Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax. Central Excise Act, Customs Act and Central Sales Tax, VAT and GST: objectives and important provisions of the acts.

Recommended Books

1. *Students Guide to Income Tax – Vinod Singhania, Taxman Publications 2015*
2. *Direct Tax – Mehrotra, Sahitya Bhavan 2004*
3. *Students Guide to Income Tax – Manoharan T. N, Snow White.2013*
4. *How to deal with VAT- Kul Bushan, 1/e, Pearson Education/PHI, 2004.*
5. *Direct Taxation – Meena Goyal, Biztantra publication, 2015*

ELECTIVE: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS

COURSE DESCRIPTION

This course provides insights into the concept and practices of corporate governance and corporate social responsibility as well as opportunities of consulting in this area. The SEBI guidelines and the Companies Act are discussed to provide a background on the Indian context. The emerging area of shareholder activism and its use as a financial control measure in corporate governance is explained. The expanded concept of corporate social responsibility is critically evaluated with case examples to expose the different facets of CSR applicable to firms.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To explain the importance, scope and functions of Corporate Social Responsibility towards the society.	Understand
CLO2	To explain the importance of internal and external stakeholders and their role in effectively implementing CSR.	Understand
CLO3	To explain the difference between Governance and Management.	Understand
CLO4	To demonstrate the impact of stakeholders on any organization using appropriate analysis and assess the role of whistle blowers in corporate governance.	Analyse
CLO5	Interpret triple bottom line reporting, CSR reporting methods and its application for organization	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4				2	2
PLO5	3	3	3	1	1
PLO6	3	3	3		
PLO7					

PLO8					1
PLO9	2	2	2		
PLO10	2	2	2		
PLO11				1	1
PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Concept of corporate governance; Theories and models in corporate governance; Ethical governance; Code of ethics; key managerial personnel (KMP); Boards and its powers and responsibilities, Independent director, Board committees and their functions.

Module 2

Corporate Governance in India – regulatory framework and functioning; SEBI guidelines and clause 49; Companies Act, 2013 – relevant features regarding corporate governance; Corporate governance in PSUs and banks; Theory of Financial Contracting.

Module 3

Shareholders and Shareholder Activism; Ownership structure; The role of institutional investors; Executive and non-executive compensation; Stock options; Hedge fund activism; Financial Controls; Auditing & Disclosure; Corporate takeover bids - Mergers & Acquisitions.

Module 4

Whistle-blowing and Corporate Governance – the Concept, types of whistleblowers, whistle-blower policy, the whistle-blower legislation across countries, and developments in India; Insider trading; Rating agencies, Family-owned firms and governance.

Module 5

Corporate Social Responsibility, Corporate philanthropy, mandatory CSR, Corporate sustainability reporting; CSR through triple bottom line; Relation between CSR and corporate governance; CSR and environment; CSR and firm's performance; Mandatory CSR- concept and relevant provisions in India - CSR initiatives in India; Consulting in CSR and corporate governance.

Recommended Books

1. Corporate governance and Accountability, Jill Solomon, John Wiley & sons, 2004.
2. Corporate Governance (Indian Edition), Mallin, Christine A., Oxford University Press, 2013.
3. Corporate Governance and Social Responsibility of Business, Sharma, J.P., Ane Books Pvt. Ltd, 2015.

4. Business Ethics and Social Responsibility of Business, Paul Griseri, and Nina Seppala, South-Western Cengage Learning, 2010
5. The Oxford Handbook of Corporate Governance, Mike Wright, Donald S. Siegel, Kevin Keasey , and Igor Filatotchev, Oxford University Press, 2013.
6. Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Philip Kotler and Nancy Lee, Wiley India, 2004.
7. Strategic Corporate Social Responsibility, William B Werther and David Chandler, Sage, 2006.
8. Corporate Governance: Principles, Policies and Practices, B Tricker, R I Tricker, Oxford University Press, 2015.

ELECTIVE: CONSULTING FOR MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

COURSE DESCRIPTION

The course aims at providing awareness and understanding of corporate mergers and acquisitions. The course gives an overview of M&A, the activities involved, M&A strategies employed by firms and their implications on market and shareholder value. It also deals with the risks involved and frameworks to evaluate M&As.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To understand corporate merger and acquisition activities and restructurings.	Understand
CLO2	To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.	Understand
CLO3	To explain risk management in mergers and acquisitions.	Understand
CLO4	To analyse methods of enterprise valuation and the role of arbitragers in the legal framework for mergers and acquisitions.	Analyse
CLO5	To develop a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4	3	3	3	3	3
PLO5					
PLO6	3	3	3		
PLO7	2	2	2		
PLO8				1	1
PLO9					
PLO10					

PLO11	3	3	3	3	3
PLO12	3	3	3	3	3
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Mergers- types of merger – theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A, decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s five forces model

Module 2

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-De merger- strategic alliance- buyback of shares-employee stock ownership plans (ESOP)

Module 3

Merger Process: Dynamics of M&A process - identification of targets – negotiation – closing the deal. Five-stage model – Due diligence – Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A. Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision. Synergies from M&A: Operating and Financial synergy

Module 4

Accounting for amalgamation –amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956. Takeovers, types, takeover strategies, - Takeover defenses – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills

Module 5

Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations 2011- Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation-Approvals for the scheme-Step wise procedure- Acquisitions/Takeovers- Listing agreement- The SEBI Substantial Acquisition of Shares and Takeover code.

Recommended Books

1. Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education 2008
2. Corporate Finance-Theory And Practice – Aswath Damodaran – John Wiley & Sons.2001
3. Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
4. Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale,Oxford University Press, 2011.
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
6. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
7. Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
8. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

ELECTIVE: CONSULTING FOR PUBLIC PRIVATE PARTNERSHIP PROJECTS

COURSE DESCRIPTION

The major objective of the course is to build understanding of public -private cooperation in public service delivery. In the course, various aspects of partnership approaches, effects and issues are discussed. The course introduces the students to the concepts, and practices in public private partnership so as to provide exposure to the key variables, and challenges in undertaking PPP ventures and project implementation.

COURSE LEARNING OUTCOMES

Learning Outcomes		Cognitive Level
CLO1	To explain the scope and role of PPP in public service delivery.	Understand
CLO2	To demonstrate knowledge of how PPP projects can be financed and budgeted.	Understand
CLO3	To assess the risks involved in PPP projects	Analyse
CLO4	To assess the costs and benefits of PPP contracts.	Analyse
CLO5	To demonstrate knowledge of PPP project implementation and managing change	Evaluate

Mapping of course outcomes with programme outcomes: Low=1, medium=2, High=3

PLO/CLO	CLO1	CLO2	CLO3	CLO4	CLO5
PLO1	3	3	3	3	3
PLO2	3	3	3	3	3
PLO3	3	3	3	3	3
PLO4					
PLO5	3	3	3	3	3
PLO6	3	3	3	3	3
PLO7					
PLO8				1	1
PLO9					
PLO10					
PLO11					

PLO12					
PLO13	3	3	3	3	3
PLO14	3	3	3	3	3

Module 1

Introduction, PPP Basics: What and Why, What is a PPP: Defining ‘Public-Private Partnership’. PPP Contract Types and Terminology, What PPP is not: Other Types of Private Involvement, How PPPs Are Used: Sectors and Services, Infrastructure Challenges and How PPPs Can Help, Insufficient Funds, Poor Planning and Project Selection, Weak Management, Inadequate Maintenance.

Module 2

How PPPs Are Financed, Finance Structures for PPP , Considerations for Government, The Role of Public Finance in PPPs , Establishing the PPP Framework, PPP Policy, PPP Program Objectives, PPP Program Scope, Implementing Principles, PPP Legal Framework, Scope of the PPP Legal Framework, PPP Laws, PPP Processes and Institutional Responsibilities, PPP Process, Institutional Responsibilities: Implementation, Institutional Responsibilities: Review and Approval, Dedicated PPP Units, Public Financial Management Frameworks for PPPs, Assessing Fiscal Implications of a PPP Project, Controlling Aggregate Exposure to PPPs, Budgeting for Government Commitments to PPPs, Fiscal Accounting and Reporting for PPPs, Broader PPP Program Governance, Disclosure of PPP Project and Program Information, Role of Supreme Auditing Institutions, Role of Legislative Bodies, Role of the Public.

Module 3

Implementing PPP Projects, Identifying PPP Projects, Identifying Priority Public Investment Projects, Screening for PPP Potential, Building an Initial PPP Pipeline, Appraising PPP Projects, Assessing Project Feasibility and Economic Viability, Assessing Commercial Viability, Assessing Value for Money, Assessing Fiscal Implications, Structuring PPP Projects, Identifying Risks, Allocating Risks, Translating Risk Allocation into Contract Structure.

Module 4

Designing PPP Contracts, Performance Requirements, Payment Mechanism, Adjustment Mechanisms, Dispute Resolution Mechanisms, Termination Provisions, Managing PPP Transactions, Deciding the Procurement Strategy, Marketing the PPP, Qualifying Bidders, Managing the Bid Process, Achieving Contract Effectiveness and Financial Close, Dealing with Unsolicited Proposals, Benefits and Pitfalls of Unsolicited Proposals, Creating Competitive Tension, Dealing with Intellectual Property, Defining Clear Processes,

Module 5

Managing PPP Contracts, Establishing Contract Management Structures, Monitoring and Managing PPP Delivery and Risk, Dealing with Change, Contract Expiry and Asset Handover

Recommended Books

1. *Public Private Partnership – A Local Government Guide: Ministry of Municipal Affairs, British Columbia, Canada, 1999*
2. *Public Private Partnerships; Introduction, Handbook, Recommendations and Conclusions. Private Operations and Financing of TEN's: NEI Transport, 2001*
3. *Achieving Public Private Partnerships in the Transport Sector: Diebold Institute for Public Policy Studies, New York, 2002*
4. *Public Private Partnerships Guidance Note: Department of the Environment and Local Government, Ireland, 2000*
5. *Project Financing of Toll Motorways in Central and Eastern Europe a Signpost for Transition?": John Crothers, Law in Transition, Spring 1997*
6. *ISPA Manual": European Commission, DG Regio, July 2001*
7. *The Financing of Trans-European Transport Networks: European Commission, DG Transport, 1997*