



MINUTES OF THE THIRTY NINTH MEETING OF THE ACADEMIC COUNCIL HELD AT 09.30 AM AT CONFERENCE ROOM ON 23 DECEMBER, 2016.

PRESENT

The following members of the Academic Council attended the meeting:

Members

Dr Leena Srivastava
Dr Rajiv Seth
Dr Prateek Sharma
Prof T C Kandpal
Dr Malathi Lakshmikumaran
Dr Anubha Kaushik
Dr Vivek Suneja
Dr Basudev Prasad
Dr Manipadma Datta
Dr Chaithanya Madhurantakam
Dr Shaleen Singhal
Dr M.V. Shiju
Dr Naqui Anwer
Dr Sudipta Chatterjee
Dr Anandita Singh
Capt. Pradeep Kumar Padhy (Retd.) Secretary

Chairperson

Invitees

Prof Shri Prakash
Dr Sapna Narula
Dr Priyanka Kaushal
Dr Montu Bose
Dr Ritika Mahajan
Dr Ram Mohan
Dr Gaurav
Mr Amrithnath SB

Prof S Sundar, Dr Rakesh Khosa, Dr Kanchan Chopra, Dr Suneel Pandey, Dr P M Reddy, Dr Suresh Jain, Dr Nandan Nawn and Ms Fawzia Tarannum could not attend the meeting.

The Vice Chancellor welcomed all the members of the Academic Council and the Special Invitees.

ITEM NO. 1 To confirm the minutes of the thirty eighth meeting of the Academic Council held on 30 Jun 2016. The minutes of the thirty eighth meeting of the Academic Council held on 30 June 2016, were circulated to the members and no comments have been received.

TU/AC 39.1.1 The Council resolved that the minutes of the meeting of the Academic Council held on 30 June 2016 be confirmed.

ITEM NO. 2 Matters for Information

ITEM NO. 2 (a) Convocation. The Registrar informed the Board that the 9th Convocation of the TERI University was held on 04 Nov 2016 and Hon'ble Shri Prakash Javadekar, Union Minister of Human Resource Development, was the Chief Guest at the function.

The Council noted the matter.

ITEM NO. 2 (b) Visit of Expert Committee of UGC/AICTE: The Registrar informed the Council that a committee comprising experts constituted by UGC visited the campus from 21-23 November, 2016 to review the functioning of TERI University. He stated that the Committee held detailed deliberations with management, faculty, staff and students and on the basis of the inspection, had recommended continuation of the Deemed University status to the University. He further stated that the committee had pointed out certain deficiencies, which were being rectified.

The Council considered the matter and noted the recommendations of the expert committee.

ITEM NO.3(a) To consider and approve mode of implementation of ODL Programmes. The Registrar informed the Council that while considering the proposal of TERI University for continuation of recognition to offer programmes through distance mode for AY 2016-17, the review committee of UGC had made certain observations and had requested for compliance of the same. The Executive Committee of Academic Council in its meeting held on 20 Oct 16 had discussed the issue and recommended that the APGDRE and PGDRE programmes be conducted in the traditional ODL mode as per the UGC recommended methods. He informed that as per recommendation an affidavit has been submitted to the UGC and the Council is requested to consider ratifying the same.

TU/AC 39.3(a).1 The Council considered the matter and resolved to approve that the APGDRE and PGDRE programmes of TERI University be conducted in the following manner: -

(i) Face to Face programmes be conducted as per academic calendar to be held at TU campus at New Delhi.

(ii) Printed study material to be provided to all the students enrolled for the programmes.

(iii) Pen and paper based examination to be held at the TERI University campus at New Delhi.

ITEM NO.3(b) To consider and implement UGC (minimum standards and procedure for award of M.Phil./Ph.D degrees) Regulations, 2016. The Registrar informed the Council that the recommendations of TU PhD Programme Review Committee (meeting held on 21 Sep 2016) wrt to PhD policy were reviewed by the Executive Committee of Academic Council who have recommended adoption of new UGC regulations. The Chair stated that the new regulations would be incorporated for PhD program commencing wef 01 January, 2017. Dr Rajiv Seth intimated that as stipulated in the regulations, the main supervisor would be from amongst the regular faculty of the University and the number of students per guide would also be reviewed. He informed the Council that the amended rules would be put up in the next meeting of the Academic Council.

The Council considered the matter and recommended that a policy on the issue be presented to the Council.

ITEM NO. 4. To consider and approve revised programme structure for Advanced PG Diploma in Renewable Energy (APGDRE) and PG Diploma in Renewable Energy (PGDRE) ODL Programme. The recommendations of the meeting of the Board of Studies of Department of Energy and Environment held on 08 December, 2016 w.r.t. Distance Learning Programmes were placed before the Council. Prof Kandpal opined that the use of different course code for similar courses be avoided and suggested that if needed, the titles of the courses be changed. Members also wanted to know the rationale of the distribution of credits for various courses and suggested inclusion of SAM and Trans SYS software in the curriculum.

TU/AC 39.4.1 The Council recommended that the amended programme structure of APGDRE and PGDRE programmes be circulated to Council members for review.

ITEM NO. 5. To consider and approve the revised course outlines of second Semester of MBA (Infrastructure) programme. The recommendations of the meeting of the Board of Studies of Department of Business Sustainability held on 02 December, 2016 w.r.t. MBA (Infrastructure) were placed before the Council.

Prof Kandpal suggested that a Board of Academic Programmes (BAP) comprising members from all departments be constituted to review revision of syllabi and identifying overlapping of courses. Dr Rajiv Seth informed that, Board of Studies (BoS) constituted at Department level review syllabi before being presented to Academic Council. Prof Suneja recommended that the BoS of the University be made more representative by including members from other departments as well. The chairperson agreed to the suggestion and stated that the all the BoSs would be constituted accordingly.

Prof Suneja appreciated the course formats and meticulousness of the outlines and suggested that the pedagogical tool 'Group learning' experimented in MIT and other leading Institutions be adopted for better learning experience. Dr Malathi expressed that use of digital platforms like *TED talk, You tube* made a big difference in helping achieve learning objective by exciting the learners. Prof Kandpal recommended that a common template be used for all courses and references be mentioned properly in the outlines. He suggested that the course objectives/learning outcomes should be carefully drafted to reflect the intentions.

A detailed discussion was held on the course outlines of MBA (Infra). The Council recommended that the Course structure in *Strategic Communication and Stakeholder Engagement* be revised to incorporate specific requirements of infrastructure business. While reviewing the course *Pricing & Economics*, the Council suggested that the title of the course be changed to '*Economics of Infrastructure and Pricing Strategies*', and missing part of the details of modules to be incorporated. While reviewing the course *Infrastructure Organization and HR*, Dr Srivastava suggested that a module on 'contract labour management' be incorporated and the council recommended that the course should be made of 3 credits. In addition, Prof Suneja recommended inclusion of the books such as *Creativity Inc.: Overcoming the Unseen Forces That Stand in the Way of True* by Amy Wallace & Edwin Catmull, *Creative Unity* by RN Tagore, *Lateral Thinking* by Edward De Bono and *Biographies (Elon Musk, Steve Jobs)*. The council recommended that a topic on 'internet of things' to be incorporated in the course *Innovation and Change Management for Infrastructure Projects*. On a suggestion of Prof Kandpal, the Council recommended that the evaluation process suggested in the *Logistics and Supply Chain Management* Course might be changed to include the following weightage: Quiz 10%; Case Study 30%; Mid-term 20%; and End-term 40%. The Council recommended that in the Course *Quality Management* a topic on 'quality standards' be incorporated.

TU/AC 39.5.1 The Council resolved that Course outlines of the following eleven courses of MBA (infrastructure) programme be accepted as amended (vide Annexure 1) and approved: -

Ser	Course Title
1	Strategic Communication and Stakeholder Engagement
2	Corporate Accounting and Reporting
3	Corporate Finance
4	Economics of Infrastructure and Pricing Strategies
5	Infrastructure organization and HR
6	Infrastructure Project Finance
7	Innovation and Change Management for Infrastructure Projects
8	Logistics and Supply Chain Management
9	Macroeconomic Environment
10	Management Information System
11	Quality Management

ITEM NO. 6 To consider and approve the course outlines of Second Semester of One Year LLM (Environment and Natural Resources Law) and LLM (Infrastructure and Business Law) programmes. The recommendations of the meeting of the Board of Studies of Centre for Post Graduate Legal Studies held on 05 December, 2016 w.r.t. LLM Programmes were placed before the Council. Prof Kandpal recommended that the essay component in evaluation criteria in all the courses be substituted with assignments/term papers. Prof Suneja recommended that title of the course *Urban Infrastructure Law* be changed to Urban Infrastructure Law and Management. Members recommended that the modules in courses be rearranged for demonstrating a logical flow.

TU/AC 39.6.1 The Council resolved that the Programme structure and Course outlines of the following fourteen courses of LLM programmes be accepted as amended (Annexure 2) and approved: -

Environment and Natural Resources Law Stream

Ser	Title	Core/Elective	Credits
1.	International Environmental Law	Core	3
2.	Mining and Mineral Laws	Core	2
3.	Environmental Aspects of Business Activities	Core	2
4.	Forest Law and Policy	Core	2
5.	Energy Law	Elective	2
6.	Climate Change and Law	Elective	2
7.	Biotechnology Law	Elective	2

Infrastructure and Business Law Stream

Ser	Title	Core/Elective	Credits
1.	Business and Taxation Laws	Core	3
2.	Contracts Law and Management	Core	2
3.	Infrastructure Project Finance Law	Core	2
4.	Legal Aspects of Bidding and Public Private Partnership	Core	2
5.	Urban Infrastructure Law & Management	Elective	2
6.	Telecommunication Law	Elective	2
7.	Electricity Law, Reforms and Practice	Elective	2

ITEM NO. 7 To consider and approve revised Programme structure for MTech Urban Development and Management (UDM). The recommendations of the meeting of the Board of Studies of Department of Policy Studies w.r.t. MTech (UDM) programme held on 13 Jun 2016 were placed before the Council.

TU/AC 39.7.1 The Council resolved that following programme structure of MTech Urban Development and Management (UDM) be accepted and approved.

Number of semesters: 4 Total credits: 72 (No change in total credits)

SEM I: 23 Credits from 8 Courses

Ser	Course	Type	Credits
1	Urban Governance	Core	4
2	Project Development and Management	Core	3
3	Theories of Urbanisation	Core	3
4	Sustainable Provision and Management of Urban Services	Core	3
5	Urban Finance	Core	3
6	Urban Development Policies and Programmes	Core	3
7	Stochastic Modelling for Urban Development	Core	4
8	Technical Writing (Communication skills and technical writing)	Audit	

Change in Semester I: Increase in Credits of Semester I from 22 credits to 23 credits with increase of 1 credit in Stochastic Modelling for Urban Development

SEM II: 16 Credits from 6 Core Courses

Ser	Course	Type	Credits
1	Real Estate Development	Core	3
2	Geoinformatics for Urban Development	Core	3
3	City and Regional Planning and Management	Core	3
4	Urban Ecology and Environment	Core	3
5	Research Methodology	Core	2
6	Regeneration and City Competitiveness	Core	2

Change in Semester II: Shifting of Elective courses to the Third Semester, and therefore, a reduction in the credits in the Second Semester from 20 to 16 credits.

SEM III: 18 Credits (12 credits from Major Project Part 1; 2 credits from 1 Core Course; and 4 credits from 2 Elective Courses)

Ser	Course	Type	Credits
1	Sustainable Urban Transport	Elective	2
2	Urban Water Supply and Waste Water	Elective	2
3	Energy Efficient Buildings	Elective	2
4	Urban Disaster Management and Climate Resilient Cities	Elective	2
5	Operations Research	Core	2

Change in Semester III:

1. Reduction in the duration of Major Project Part 1 (engagement with Municipal Corporations and parastatals) from existing 19 weeks to 13 weeks. This was decided on the basis of feedback from the ULBs and students from previous batches.
2. Reduction in the credits of Major Project Part 1 from 15 credits to 12 credits
3. Shifting of existing electives courses to the Third Semester and taught over a duration of 4-6 weeks
4. Introduction of 2 credits core course on Operations Research.

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SEM IV: 15 Credits from Major Project Part 2 (Internship with bilateral or multilateral agencies, consulting firms, financial institutions, Non-Government Organisations, research organizations, ULBs and parastatals). No change

There being no other items for discussion, the meeting was adjourned with a vote of thanks to the Chair.

These minutes have the approval of the Chairperson, Academic Council.

Sd/
Capt Pradeep Kumar Padhy (retd.)
Registrar

Enclosures: -

Annexure 1 : MBA (infrastructure)
Annexure 2 : LLM programmes

Distribution: -

Electronic Copy
1. Vice-Chancellor, TERI University
2. All members of the Academic Council
3. Website

Printed Copy
4. Registrar, TERI University

Course Title : **Strategic Communication and Stakeholder Engagement**

No. of Credits : **2**

Time allotted for

Lectures/activities : **28 hours**

Course outline

Almost every organization has a wide array of stakeholders that may be interested in, and helpful partners to, that organization. These groups have their own priorities and perspectives. Together, communication and stakeholder engagement result in more inclusiveness and transparency in decision making; more likely support for difficult planning challenges; reaching consensual solutions; and avoiding conflicts and stalemates

The objective of the course will be to apprise participants of the methodology and benefits of stakeholder communication and engagement:

Duration:

28 hours

Pedagogy: PPT presentations, lecturattes, case studies, exercises etc.

Evaluation:

- Minor test 20%
- Midterm examination 30%
- End-term examination 50%

Course content and allotted time:

Time allotted

<u>Module</u>	<u>Lecture</u>	<u>Activity</u>
Module 1: What is Stakeholder Communication and Engagement? (a) Introduction and overview	3	1
Module 2 : A Stakeholder Approach to Internal Communication (a) Aspects of internal communication management	3	1

<p>(b) Content and dimensions of internal communication</p> <p>(c) Goals of internal communication</p>		
<p>Module 3: How to develop a Stakeholder Engagement Strategy?</p> <p>(a) Preparation</p> <p>(b) Engagement</p>	3	1
<p>Module 4: Towards meaningful Stakeholder Engagement</p> <p>(a) Alignment of expectations between Organization and Stakeholders</p> <p>(b) Overcoming obstacles in Stakeholder relationships</p>	3	1
<p>Module 5: Selection of Stakeholder’s communication methods</p> <p>(a) Essence of successful communication</p> <p>(b) Principles for communicating with Stakeholders</p>	3	1
<p>Module 6: Effective Communication for Stakeholder Management:- Infrastructure Projects</p> <p>(a) Sustainable communication management system for stakeholder requirements in required formats</p> <p>(b) Case studies</p>	3	1
<p>Module 7: International Standards for Stakeholder Engagement</p> <p>(a) Understanding the ISO Model</p>	3	1

Total hours = 21 7

MODULE DESCRIPTION

Module 1:

What is Stakeholder Communication and Engagement?

Communication is central to all human activities and is a powerful tool for achieving almost any goal. A step by step approach for establishing a communication process will be espoused with the intention of generating action.

Stakeholder engagement is an ongoing process whereby entities build and maintain constructive relationships with stakeholders. A range of activities and approaches will be discussed to engage stakeholders in an ongoing manner.

Module 2:

A Stakeholder Approach to Internal Communication

Effective internal communication is crucial as managers need to engage employees and achieve objectives. Organizations require improved internal communication methods for management of interactions and relationships between stakeholders at all levels within the organization.

Aspects of internal communication will be discussed and will include content, direction and participation in the communication process. Planning for internal communication is a prerequisite for developing a sense of belonging and developing a “we” feeling allowing stakeholders to identify with their organizations.

Module 3:

Selection of Stakeholder’s communication methods

Once the plan has been formulated, the next step is to select the appropriate means and channels of communication. Instrumental and interactive communication methods will be defined. Acquiring information is necessary to successfully communicate with any target group. Principles for communicating with such groups will be elaborated.

Module 4:

How to develop a Stakeholder Engagement Strategy?

An important step is to understand who the key stakeholders are, where they come from, and what they are looking for in relationship to the organization’s goals. To be most effective, this process will be described by an engagement strategy whereby key stakeholder groups are identified and prioritized according to their relevance and influence.

Module 5:

Towards meaningful Stakeholder Engagement

A meaningful stakeholder engagement comprises a two-way process including exchange of information, research, analysis and opinions between the organization and stakeholder. The methods to attain commitment and willingness from each side for contemplating changes in behaviour, actions, priorities, etc. will be discussed.

Module 6:

Effective Communication for Stakeholder Management:- Infrastructure Projects

Individuals or groups who have a stake in infrastructure projects include clients, managers, designers, subcontractors, suppliers, funding bodies and the community at large. They can positively or negatively affect the project. Infrastructure projects are complex and time consuming owing to diverse communication capabilities, diverse communication platforms and non-recognition of all stakeholders..

To fulfill stakeholder needs and reduce unpredictable risks, designing a communication scheme catering to stakeholder requirements is important for realizing a positive image. The need to integrate different communication methods to ensure that outcome objectives can be achieved for the full range of stakeholders will be discussed.

Module 7:

International Standards for Stakeholder Engagement

The International Standards Organization (ISO) is a highly relevant International Standards developer. Stakeholder expectations of the International Standards Organization system are changing. ISO has been responsive to both current and new stakeholder needs. In this module, the principles and guidelines under the ISO Model will be presented.

Suggested readings

Sequeira, Debra et al. 2007. *Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets*. International Finance Corporation.

Jeffery, Neil. 2007. *Towards a Customer Value Model for Stakeholder Engagement: Understanding the Added Value to Business*. Cass Business School.

Freeman, R.E. (1999), *Response: divergent stakeholder theory*, The Academy of Management Review, Vol. 24 No. 2, pp. 233-6

Cheney, G. and Christensen, L. (2001), *Organizational identity linkages between internal and external communication*, F.M. and Putnam, L.L. (Eds), *The New Handbook of Organizational Communication*, Sage, Thousand Oaks, CA

Dozier, D.M., Grunig, L.A. and Grunig, J.E. (1995), *Manager’s Guide to Excellence in Public Relations and Communication Management*, Lawrence Erlbaum, Mahwah, NJ.

Frank, A. and Brownell, J. (1989), *Organizational Communication and Behaviour: Communicating to Improve Performance*, Holt, Rinehart and Winston, Orlando, FL

Grunig, J.E. and Hunt, T. (1984), *Managing Public Relations*, Harcourt Brace Jovanovich College Publishers, New York, NY.

Course title: Corporate Accounting and Reporting			
Course code:	No. of credits: 2	L-T-P distribution: 19-09-0	Learning hours: 28
Pre-requisite course code and title (if any):			
Department: Department of Business Sustainability			
Course coordinator (s): Dr. Manipadma Datta		Course instructor (s): Dr. Manipadma Datta	
Contact details: manipadma.datta@teriuniversity.ac.in			
Course type	Core	Course offered in: Semester 2	
Course description This is a very useful course in management education. Accounting acts as a necessary decision and control tool in the management process. This course is also useful in understanding business finance.			
Course objectives It is designed in a way so as to make the program participants learn			

<ul style="list-style-type: none"> • What an accounting information system is and how it works in a firm; • How the system helps managerial decision making process; • Basic financial performance analysis of a project; • How the system supports the managerial control system. 				
Course content				
Module	Topic	L	T	P
1.	Accounting and Business Decisions <ul style="list-style-type: none"> • What is accounting? • Different forms of business organization • Financial and Management Accounting • Accounting Information System • Users of accounting information • Role of accounting in capital market and corporate governance • Accounting Equation • Accounting ethics • Accounting Conventions and an Introduction to IFRS 	3	0	0
2.	Recording of business transactions <ul style="list-style-type: none"> • Double-entry system • Accounts • Recording transactions • Error checks through trial balance 	2	2	0
3.	Financial Statements <ul style="list-style-type: none"> • Balance Sheet • Income Statement • Cash-flow Statement 	2	1	0
4.	Annual Reports <ul style="list-style-type: none"> • Contents • Regulatory framework • Integrated reporting system 	2	1	0

5.	Analyzing financial performance with live annual reports <ul style="list-style-type: none"> • Ratio analysis • Trend analysis • Comparative and common size statements 	2	3	0
6.	Basics of Cost Accounting <ul style="list-style-type: none"> • Costs classification • Cost absorption • Unit costing • Contract Costing 	4	2	0
7.	Life Cycle Cost Analysis <ul style="list-style-type: none"> • Concept and basics • Utility • Steps involved 	4		
	Total	19	9	0

Evaluation:

Quiz	25%
Assignment	25%
Mid-term	25%
End-term	25%
Total	100%

Learning outcomes

By the end of the course, students are expected to learn:

- Basics of accounting;
- How the accounting information does help managerial decision making process; and
- How to analyze the performance vis-à-vis financial health of the firm.

Suggested Readings:

1. Financial Accounting: A Managerial Perspective By R. Narayanaswamy, PHI, 4th Ed; (RN)
2. Cost Accounting: Theory and Practice By Bhabatosh Banerjee, PHI, 12th Ed., (BB)

3. Hand-Notes from the faculty			
<u>Exam and Quiz type:</u> Closed Book			
Pedagogy A combination of class-room lectures, assignments case discussions.			
Additional information (if any)			
Student responsibilities			
Course reviewers: Ashish Varma IMT Ghaziabad Santanu Ganguli XIMB Bhubneshwar Ritika Mahajan TERI University			
Course title: Corporate Finance			
Course code:	No. of credits: 2	L-T-P distribution: 17-11-0	Learning hours: 28
Pre-requisite course code and title (if any): NA			
Department: Department of Business Sustainability			
Course coordinator (s): Dr. Manipadma Datta		Course instructor (s): Dr. Manipadma Datta	
Contact details: manipadma.datta@teriuniversity.ac.in			
Course type	Core	Course offered in: Semester 2	
Course description A core course on financial management is essential in any management program. The focus is here to give the students an overall first hand impression about the process of financial decision making and the basic tools involved leading them to effective project management.			
Course objectives <ul style="list-style-type: none"> • To provide an overall view of the Indian and global financial market; • Enabling them to understand the financial decision making process at firm and project level; • Equipping them with the knowledge of using financial tools for better understanding project finance. 			
Course content			

Module	Topic	L	T	P
1	Introduction <ul style="list-style-type: none"> • Introducing corporate form of business, corporate finance and finance markets • An overall idea about the Indian financial system 	2	0	0
2	Functions of Financial Manager <ul style="list-style-type: none"> • Corporate finance functions • Finance and other functions of management 	2	0	0
3	Risk and Return <ul style="list-style-type: none"> • Risk-return relationship • Valuation basics 	2	2	0
4	Capital Budgeting <ul style="list-style-type: none"> • Capital Investment Decisions • Appraisal techniques • Cash-flow estimations • Feasibility and sensitivity analysis • Case discussion 	4	3	0
5	Capital Structure <ul style="list-style-type: none"> • Capital Structure Decisions • Sources of fund • Cost of capital • Over and under capitalization • Optimum capital structure 	3	3	0
6	Working Capital Management <ul style="list-style-type: none"> • Working Capital Decisions • Working capital forecasting and estimation • Sources • Working capital policy • Cash management 	2	2	0
7	Infrastructure Financing	2	1	0

	<ul style="list-style-type: none"> • Uniqueness • Tax issues • State of infrastructure financing in India 			
	Total	17	11	0
Evaluation:				
Quiz	25%			
Assignment	25%			
Mid-term	25%			
End-term	25%			
Total	100%			
Learning outcomes				
Developing:-				
<ul style="list-style-type: none"> • An understanding of business finance; • Requisite skills needed for financial decision making; and • Knowledge about infrastructure financing. 				
Suggested Readings:-				
<ol style="list-style-type: none"> 4. Financial Management by IM Pandey 5. Principles of Corporate Finance by R Brealey, S Myers, and F Allen 6. Financial Management by MY Khan and PK Jain 7. Corporate Finance by S Ross, R Westerfield, J Jaffe and B Jordan 8. Financial Management: Principles and Application by AJ Keown, JH Martin, JW Petty, and DF Scott 				
<u>Exam and Quiz type:</u>				
Closed Book				
Pedagogy				
A combination of class-room lectures, assignments case discussions.				
Additional information (if any)				
Student responsibilities				

Course reviewers:

Madhu Vij

Faculty of Management Studies, Delhi University

Deepak Tandon

IMI, New Delhi

Course title: Economics of Infrastructure and Pricing Strategies				
Course code:	No. of credits: 2	L-T-P distribution: 19-9-0	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business Sustainability				
Course coordinator (s): Dr. Montu Bose			Course instructor (s): Dr. Montu Bose	
Contact details: montu.bose@teriuniversity.ac.in				
Course type	Core	Course offered in: Semester 2		
Course description				
<p>Infrastructure is an important component of a modern economy. However, infrastructure problems were not the primary focus of policy when the economic reform began in 1991. At the end of 1992, the first articulation of a planning for infrastructure development had been found as part of the reform programme in the Eighth Five Year Plan. After the implementation of the economic reform, every aspects of the economy have undergone a dramatic change in India. Private sector stepped up as an important player in infrastructure development and the government plays the role of the regulating authority. In this backdrop, the course has been developed as a fundamental course to introduce the Economics of Infrastructure and the Pricing Strategies.</p>				
Course objectives				
<p>The course is intended to develop the conceptual foundation of production and costs related to infrastructure development and the role of investment in developing infrastructure along with the associated problems. It would also prepare students to address strategic and tactical pricing issues and to develop a sustainable infrastructure project.</p>				
Course content				
Module	Topic	L	T	P
1	Basic Economic Ideas and Resource Allocation	2	1	0
2	Theory of Production	2	0	0
3	Theory of Costs	2	1	0
4	Investment in Infrastructure and Cost	6	2	0
5	Pricing, Tariff Forecasting and Fixation	7	5	0
	Total	19	9	0
Evaluation criteria				
<p>The grading will be based on the students' participation in the class-discussion, presentation accompanied by submission of a term paper/report and a major exam at the end of the course –</p>				

<ul style="list-style-type: none"> • Class Participation/Quiz: 15% • Short Assignment(s): 20% • Term Paper and Presentation: 20% • Case Write-up: 20% • Major Exam: 25% •
<p>Learning outcomes</p> <p>After successful completion of the course, students will be able to –</p> <ul style="list-style-type: none"> • Interpret the basic problems of an economy and situate the importance of infrastructure development in the context • Explain the concept of production and costs • Describe the role of investment in infrastructure development • Explain the role of costs in infrastructure development • Analyse the pricing strategies for infrastructure projects • Describe the role of government in developing infrastructure • Explain the effect of new economic policy on infrastructure development
<p>Pedagogical approach</p> <p>A combination of class-room interactions and assignments with special emphasis on case studies and real life examples.</p>
<p><u>Detailed Break-up of the Topics:</u></p> <p>1. Basic Economic Ideas and Resource Allocation</p> <ul style="list-style-type: none"> • Normative and Positive Economics • Wants, Scarcity, Competing Ends and Choice – Defining Economics • Principles of Microeconomics – Individual Decision Making and Economic Interaction • Role of Government – Provider and/or Regulator, Comparison of pre and post-reform regime. • Concept of Public good and market failure <p>Suggested Readings:</p> <p>Lipsey (Sixth Ed.) Ch.1 & Ch.4; Pindyck & Rubinfeld (5th Ed.) Ch.1 & Ch.2</p> <p>Kaur & Ghuman (2009): Infrastructure Development in India, Available at:</p>

<http://upet.ro/annals/economics/pdf/2009/20090402.pdf>

Ahluwalia M.S.: Infrastructure Development in India's Reforms. Available at:
<http://planningcommission.gov.in/aboutus/speech/spemsa/new/msa29.pdf>

Sharma R.K. (2014): Industrial Development in India in Pre and Post reform period. Available at:
<http://iosrjournals.org/iosr-jhss/papers/Vol19-issue10/Version-4/A0191040107.pdf>

2. Theory of Production

- Production Function for a Single Product
- Laws of Production
- Technological Progress & Production
- Case Studies on Technological Progress
- Equilibrium of the Firm
- Production Function of a Multiproduct Firm – Production Possibility Frontier, Iso-revenue Curve and Equilibrium

Suggested Readings:

Pindyck & Rubinfeld (5th Ed.) Ch.6; Besanko and Braeutigam (4th Ed.) Ch.7

3. Theory of Costs

- General Concepts of Costs
- Role of Cost for Decision Making
- The 'Mark-to-Market' Controversy during Financial Crisis of 2008
- Different Types of Costs – Economic Cost, Accounting Cost, Sunk Cost, Short-run Costs, Long-run Costs: The Envelop Curve
- Analysis of Economies of Scale
- Empirical Evidences on the Shape of Costs & its Relevance
- The Cost Minimization Problem
- Case Studies on Infrastructure Related Costs – Urban Transit System, Higher Education, Railway etc.

Suggested Readings:

Pindyck & Rubinfeld (5th Ed.) Ch.7; Besanko and Braeutigam (4th Ed.) Ch.7

4. Investment in Infrastructure and Cost

- Why Investment in Infrastructure is Important?

- Role of Costs in Investment
- Liberalization, Privatization and Globalization – Impacts on Investment
- How to finance Infrastructure Investment
- The Role of Government – Setting the Policy Framework
- Private Participation in Infrastructure Market
- Case studies on Environmental Concern and Infrastructure Development (like Investing in Low-Carbon Infrastructure etc.)

Suggested Readings:

Pindyck & Rubinfeld (5th Ed.) Ch.15

Helm D. (2009): Infrastructure Investment, the cost of capital, and regulation: an assessment, Available at: <http://oxrep.oxfordjournals.org/content/25/3/307.full.pdf+html>

ASIC: Investing in Infrastructure? Available at: <https://www.moneysmart.gov.au/media/340324/investing-in-infrastructure.pdf>

OECD (2015): Fostering Investment in Infrastructure, Available at: <https://www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf>

Infrastructure Investing: Key benefits and Risks, Available at: <https://www.jpmorgan.com/jpmpdf/1158630194855.pdf>

Berg (2009): Investing in Infrastructure: Factors affecting Sector Performance, Available at. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.581.3617&rep=rep1&type=pdf>

5. Pricing, Tariff Forecasting and Fixation

- Concept of Pricing, Pricing Strategies
- Price Sensitivity and Consumer Psychology
- Concept of Tariff Forecasting & Fixation
- Methods of Tariff Designing
- Changing Role of Government – Regulation and Price Setting in Infrastructure Market
- Case Studies of Tariff Forecasting
- Concepts and Method of Tariff Fixation
- Case Studies on Tariff Fixation

Suggested Readings:

Couture, Cory et.al. (2010): A Policymaker’s Guide to Feed-in Tariff Policy Design. Available at: <http://www.nrel.gov/docs/fy10osti/44849.pdf>

Tariff Fixation in India, Available at: <http://icmai.in/Knowledge-Bank/upload/case-study/2014/Tariff-fixation.pdf>

Nallathiga R. User Charge Pricing for Municipal Services, Available at: https://www.cgg.gov.in/workingpapers/User_charge_levy_paper.pdf

Pagano (2011): Funding and Investing in Infrastructure, Available at: <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/412481-Funding-and-Investing-in-Infrastructure.PDF>

Pricing and Financing, Available at: <http://www.fao.org/docrep/w5973e/w5973e0d.htm>

Ahluwalia and Bhatiani (2000): Tariff Setting in the Electric Power Sector, Available at: <http://www.teriin.org/upfiles/pub/papers/ft15.pdf>

Body of Knowledge on Infrastructure Regulation: <http://regulationbodyofknowledge.org/tariff-design/economics-of-tariff-design/ramsey-pricing/>

Pricing Principles & Tariff Structures, Available at: <http://www.qca.org.au/getattachment/c5aced53-f67b-47e8-9930-43d7a7c82ee1/PricewaterhouseCoopers-Tariff-Structure-%E2%80%93Pricing.aspx>

Rastogi A. (2005): The Infrastructure Sector in India, Available at: <http://www.iitk.ac.in/3inetwork/html/reports/IIR2006/The%20Infra.pdf>

References:

Lipsey R.G. (6th Ed): Principles of Economics, OUP.

Pindyck R.S. & Rubinfeld D.L. (5th Ed.): Microeconomics, Pearson.

Besanko D. & Braeutigam R.R. (4th Ed.): Microeconomics, Wiley.

Additional information (if any)

Student responsibilities

Course reviewers:

- Dr. Ananya Ghosh Dastidar, University of Delhi, Delhi
- Dr. Sabitri Dutta, Ambedkar University, Delhi.
- Dr. Debashis Chakraborty, IIFT, Delhi
- Dr. Soumendu Sarkar, TERI University, New Delhi.

Course title: Infrastructure organization and HR			
Course code:	No. of credits: 3	L-T-P distribution: 42-0-0	Learning hours: 42
Pre-requisite course code and title (if any):			
Department: Department of Business Sustainability			
Course coordinator (s): Dr. Ritika Mahajan		Course instructor (s): Dr. Ritika Mahajan	
Contact details: ritika.mahajan@teriuniversity.ac.in			

Course type	Core	Course offered in: Semester 2		
Course description				
<p>The objective of this course is to teach basic principles of management- how an organization acquires, rewards, motivates, retains, and generally manages its people effectively. The course will introduce students to practices and techniques for performing a wide range of people related duties in today’s increasingly complex workplace with special reference to infrastructure business.</p>				
Course objectives				
<p>In context of the above course description, the objectives are:</p> <ul style="list-style-type: none"> • To prepare students for various roles of a manager and their need/ relevance to the sustainability of organizations • To develop capability in students to understand HR issues in organizations and make appropriate choices • To help students gain an appreciation of issues related to individual and group behavior in organizations 				
Course content				
Module	Topic	L	T	P
1.	Introduction to Business and Management: An Overview	2	0	0
2.	Understanding an Organization and Forms of Business Organizations with emphasis on Infrastructure Business in the Indian context	2	0	0
3.	Functions of Management: Planning, Organizing, Staffing, Coordinating and Controlling	5	0	0
4.	Decision Making Process and Tools	2	0	0
5.	Management Environment	2	0	0
6.	Corporate Social Responsibility	2	0	0
7.	Ethics in Management	2	0	0
8.	Manager’s role as a Change Agent: Models of Change Management, Resistance to change and other issues involved	2	0	0
9.	Understanding Human Resource Management: Need , Relevance and Changing Nature of Human Resource Management	2	0	0
10.	Employee Selection, Socialization and Exit: Human Resource Planning, Job Design and Analysis, Employee Entry, Induction, Training, Socialization, Managing Exit, Managing Contract Labour	4	0	0
11.	Managing Employee Performance: Performance Management System- Remuneration, Appraisal and Feedback, Grievance	3	0	0

	Handling and Stress Management			
12.	Understanding Individual Behaviour : Perception, Attitudes, Values, Personality, Emotional Quotient, Motivation	6	0	0
13.	Understanding Group Behaviour : Group Dynamics, Team Building, Leadership, Conflict Management	6	0	0
14.	Organization Structure and Culture: Meaning, Impact and Inter-relationship	2	0	0
	Total	42	0	0

Evaluation criteria

▪	Assignment/Presentation	30%
▪	Mid-Term (closed-book)	30%
▪	End-term (closed-book)	40%

Learning outcomes

By the end of the course, students are expected to be able to:

- demonstrate a general knowledge framework and understanding of key functions in management as applied in practice;
- identify and appreciate issues related to human resource management in organizations; and
- have some understanding of individual and group behaviour to work effectively with others.

Pedagogy

The course will be delivered through lectures and discussion of case studies, research papers and articles from the infrastructure sector.

Materials

Reading material to be distributed by faculty.

Books:

Koontz, H and Wehrich, H, Essentials of Management, Tata McGraw Hill

Robbins, SP and Coulter, M, Management, Prentice Hall

Koontz, H, Principles of Management, Tata McGraw-Hill

Robbins, SP, Organizational Behaviour, Prentice Hall

Aswathappa, K, Organizational Behaviour, Himalaya Publishing House

Dessler, G, Human Resource Management, Prentice Hall

Decenzo, DA and Robbins, SP, Fundamentals of Human Resource Management, Wiley

Suggested Readings:

Franken, A., Edwards, C. and Lambert, R. (2009). Executing Strategic Change. Available at: <http://algu.weebly.com/uploads/1/9/2/4/1924527/stra.mgtcase2.pdf>

Lengnick-Hall M.I. et al. (2009), Strategic human resource management: The evolution of the field. Available at: <http://www.sciencedirect.com/science/article/pii/S1053482209000035>

Stone DL and Deadrick DL (2015). Challenges and opportunities affecting the future of human resource management. Available at: <http://www.sciencedirect.com/science/article/pii/S1053482215000042>

Milkman, KL, Chugh, D and Bazerman, MH (2008). How can decision making be improved? Available at: <http://www.hbs.edu/faculty/Publication%20Files/08-102.pdf>

Hart, SL and Milstein, MB (2003). Creating Sustainable Value. Available at: <http://www.stuartlhart.com/sites/stuartlhart.com/files/creatingsustainablevalue.pdf>

Mahajan, R (2015). Corporate Social Responsibility In India: Revisiting Carroll’s Pyramid and the Road Ahead, Available at: <http://www.pbr.co.in/March2015/12.pdf>

Jones, D (2016). The Future of Performance Management Beyond Appraisal. Available at: <http://www.emeraldinsight.com/doi/full/10.1108/SHR-02-2016-0008>

Drucker, P (1992). Managing Oneself. Available at: <http://academic.udayton.edu/LawrenceUlrich/LeaderArticles/Drucker%20Managing%20Oneself.pdf>

Mintzberg, H. (1990). Manager’s Job: Facts and Folklore. Available at: <http://rafael.glendale.edu/ppal/Busad%20101/mintzbergmar1990.pdf>

Catmull, E and Wallace, A, Creativity Inc., Random House
 Creative Unity by Rabindra Nath Tagore
 Biographies (Steve Jobs, Elon Musk etc.)

Additional information (if any)

Student responsibilities

Course reviewers:

Kumkum Bharti
 IIM Kashipur
 Umesh Bamel
 IIM Raipur

Course title: Infrastructure Project Finance			
Course code:	No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28
Pre-requisite course code and title (if any):			
Department: Department of Business Sustainability			
Course coordinator (s): Dr Manipadma Datta		Course instructor (s): Mr. Sanjeeva Shivesh	

Contact details: shivesh@entrepreneurship.edu.in				
Course type	Core	Course offered in: Semester 2		
Course description				
<p>This course intends to provide an understanding and appreciation of a financing technique that is widely used to finance infrastructure projects today. The key areas where the course intends to delve into deeper details are:</p> <ul style="list-style-type: none"> - Challenges in Financing Infrastructure Projects – Sponsor, Developer and User Perspective - Models of Infrastructure Financing - Risk Paradigm in Infrastructure Projects - Project Valuation - Financial Structuring and Documentation of Projects - Financial Instruments and Innovation 				
Course objectives				
<ul style="list-style-type: none"> ▪ Understand and appreciate financing techniques for infrastructure projects. ▪ Learn how to forecast and structure infrastructure project finance transactions ▪ Gain insights into a project finance model through a series of real-world case studies ▪ Become aware of and capable of handling problems encountered in financing infrastructure projects 				
Course content				
Module	Topic	L	T	P
1.	<p>Challenges in Financing Indian Infrastructure</p> <p>Overview of Indian Infrastructure Financing landscape, Role of Promoters, Investors and Lenders, Investor challenge, Banking Challenge, differences in Public Sector and Private Sector objectives</p>	2	0	0
2.	<p>Key Infrastructure finance concepts</p> <p>Capital budgeting and Valuation of infrastructure projects, Present values, Future values, Cash Flow, Concepts of Equity, Debt and Leverage, Capital asset pricing model and how this relates to the structure of infrastructure transactions, Investment appraisal techniques, Long-term and working capital</p> <p>Case study: Bidding for a highway concession</p>	4	0	0
3.	<p>Models of Financing Infrastructure</p> <p>Public Infrastructure Financing - PPP Principles, Concepts of</p>	4	0	0

	<p>non or limited recourse Project Finance, different structures and degrees of private participation, Contracting Methods, Design Build (DB), DBM, DBO, DFBO, BOT, BOO and Concession Contracts, Governance Model, Regulatory framework for different models</p> <p>Project Work: Smart City Financing Models</p>			
4.	<p>Risk Paradigm for Infrastructure Projects</p> <p>Risk areas - Macroeconomic factors, Political risks & role of the government, Construction, Operational and management, Environmental considerations, Counterparty risks, Inflation, Devaluation, Interest Rate, Legal, Lessons from mega projects - rail, road and power sector.</p> <p>Case study: Gurgaon Expressway</p>	3	0	0
5.	<p>Risk Mitigation and Allocation</p> <p>How are risks typically allocated, Guarantees and credit enhancement, Cash flow enhancement, Construction related enhancements</p> <p>Case Exercise: Negotiation of risk allocation from investor and user perspective</p>	2	0	0
6.	<p>Project Finance</p> <p>Bankers perspective - Testing the assumptions realistic, Identifying key financial risks in a infrastructure transaction, Different elements of cash flow, Cash available for Debt Service, DSCR, ISCR, Free cash flow, Quantitative indicators, Cash-flow related ratios, Project vs. Corporate related cash flow analysis, Rating of Project Developers - Financial analysis of Infrastructure firms</p>	3	0	0
7.	<p>Project Finance Instruments and Innovation Structuring</p> <p>Project Finance issues, Loans vs. Bonds, ECA, Commercial Banks, Leasing, Capital Markets, Local vs. foreign currency, Senior vs. subordinated debt, Interest and currency exposure, Multilateral Guarantees and Credit Enhancements Sovereign Guarantee, ECB</p> <p>Case study: International Oil and Gas Project</p>	4	0	0
8.	<p>Project Finance Documentation</p> <p>Project Finance documentation, Covenants, 3rd party credit support, Security, Debt service reserve, Escrow and maintenance accounts, Termination provisions,</p> <p>Exercise: On debt financing term sheet for an Infrastructure project</p>	4	0	0

9.	Project Presentations	2	0	0
	Total	28	0	0
Evaluation criteria				
<ul style="list-style-type: none"> ▪ Mid-Term Examination 30% ▪ Project Work – Report and Presentation 30% ▪ End-term Examination 40% 				
Learning Outcomes				
By the end of the course, students will be able to:				
<ul style="list-style-type: none"> ▪ Understand financing techniques for infrastructure projects ▪ Exercise critical judgement in forecasting and structuring infrastructure project finance transactions ▪ Critically assess problems encountered in financing infrastructure projects 				
Pedagogical approach				
A combination of class-room interactions and assignments with special emphasis on case studies and real life examples.				
Suggested Readings:				
Principles of Project and Infrastructure Finance by Willie Tan				
Principles of Corporate Finance by Richard Brealey, Stewart Myers and Franklin Allen				
Projects: Planning, Analysis, Selection, Financing, Implementation, and Review by Prasanna Chandra				
Project Finance in Theory and Practice by Stefano Gatti				
PPP and Project Finance by Prabuddha Das				
Additional information (if any)				
Student responsibilities				
Attendance, feedback, discipline, guest faculty etc.				

Course Reviewers:

Swapan chaudhuri

IPE Global

Deepak Tandon

IMI, Delhi

Course Title: Innovation and Change Management for Infrastructure Projects				
Course code:	No. of credits: 2	L-T-P: 20-08-00	Learning hours: 28	
Pre-requisite course code and title (if any): NA				
Department: MBA (Infrastructure)				
Course Coordinator:	Ms. Neha Suri	Course Instructor:	Ms. Neha Suri	
Contact Details:	nehasuri.2008@gmail.com			
Course Type:	Core	Course Offered in:	Semester-2	
<p>Course Description: Innovation is the key to infrastructure management as this is where the most value is added and profits lie. This course aims to equip students of MBA (Infrastructure) with an understanding of the main issues in the management of technological innovation and an appreciation of the relevant skills needed to manage innovation at both strategic and operational levels. Through this course, students will be able to examine the patterns and sources of technological change and the mechanisms for capturing the economic benefits from innovation as well as to identify the strategic and organizational challenges involved in managing technological innovation. This course is designed to equip the students with concepts of invention, design, research, technological development and innovation, main models of innovation and tools of innovation management. The Students will develop an ability to design innovation strategies that can successfully take advantage of innovation opportunities in infrastructure sector.</p>				
<p>Course Objectives:</p> <p>To familiarize the students with the concepts of invention, design, innovation and technological development.</p> <p>To make students appreciate the criticality of innovation for businesses and its link with business strategy</p> <p>To develop skills to manage knowledge, innovation and technological development in an organizational context</p> <p>To develop an understanding of Managing change</p>				
Module	Topic	L	T	P
1	<p>Introduction to Innovation</p> <p>Concepts – Entrepreneurship, Design, invention, types of innovation, Technology and science.</p> <p>Importance of innovation, need to study innovation in Organizational context.</p>	2	0	0
2.	<p>Models of Innovation;</p> <p>Serendipity, Linear models, simultaneous coupling model,</p>	2	1	0

	Interactive model, Open innovation			
3.	Innovation as a management Process and Managing Innovation within Firms Setting goals, Combining Ideas, Testing Ideas, Evaluation of Innovation, Assessment of Innovation Life-Cycle.	2	1	0
4.	Managing organizational knowledge Technology Trajectories, knowledge base of an organization, the learning organization, degree of innovativeness, technology strategy; a link between innovation strategy and Business Strategy	2	0	0
5.	Strategic alliances and networks Licensing, supplier relations, outsourcing, joint venture, collaboration, R&D consortia, Industry Clusters, Innovation networks, the “Virtual Company”.	1	1	0
6.	Management of Research and Development What is research and development?, operations that make up research and Development, R&D management and its link with business strategy, Strategic pressures on R&D, R&D projects, Intellectual Property Rights	2	0	0
7.	Technology Management Technology and Innovation Strategic Management of Technology Technology Transfer Internet of Things	1	1	0
8.	Organizational Change : An Overview The Importance of Change Forces of Change Organizational Change : Some Determining factors	2	0	0
9.	Change and its Impact How people are affected by Change How people react to change Why is change often resisted Overcoming resistance to change	1	1	0
10.	Organization Strategy, Structure and Change The Significance of Structure for Change	3	1	0

	Perspectives on Organizational structure Forms of Organizational Structure Virtual Organizational Models Reengineering and Restructuring the Organizations			
11.	Organizational Culture and Management of Change What is Organizational Culture? Steps for Bringing about Cultural Change in Organizations.	1	1	0
12.	Downsizing and the management of change Downsizing in recession The management of change implications of downsizing Meeting the Challenges of Sustainability	1	1	0
	Total	20	8	0
Evaluation Criteria Minor Test-20% End Term Examination-40% Class Participation-10% Assignment and Presentation-30%				
Learning Outcomes Students, who successfully complete this course, should be able to: <ul style="list-style-type: none"> • Understand and appreciate innovation, processes involved and its criticality for Business. • Appreciate the link between Innovation, Technology, Research & Development and Firm Strategy • Apply their knowledge in the domain to facilitate and leverage innovation in their respective fields • Understand the process of change and organizational development • Diagnose problems and identify issues and opportunities for change 				
Pedagogical approach A combination of class-room interactions and assignments with special emphasis on case studies and real life examples.				
Suggested readings : Core Text Trott, P. (2008). <i>Innovation management and new product development</i> . Pearson education. Modules 1- 7: Trott, P. (2008). <i>Innovation management and new product development</i> . Pearson education.				

Modules 8, 9:

Singh Kavita, *Organization Change and Development*, 2nd ed., New Delhi: Excel Books

Freidman, T. (2005). *The world is flat. New York: Farrar, Straus and Giroux.*

Johnson, S. *Who moved my cheese*. Random House.

Modules 10,11,12:

Cummings, Thomas, and Christopher Worley. *Organization development and change*. Cengage learning.

Sengupta Nilanjan, Bhattacharya S. Mousumi & Sengupta N. R., *Managing Change in Organizations*, New Delhi: PHI Learning Pvt. Ltd.

Jones, G. R. *Organizational theory, design, and change*. Upper Saddle River: Pearson.

Other Readings:

Thomke, S. H., & Feinberg, B. (2009). *Design Thinking And Innovation At Apple*.

Assessing Your Innovation Environment: A Tool From "The Innovator's Guide To Growth" Scott D. Anthony; Mark W. Johnson; Joseph V. Sinfield; Elizabeth J. Altman

Skarzynski, P., & Gibson, R. (2009). *Building A Systematic Innovation A Capability*.

Skarzynski, P., & Gibson, R. (2008). *Innovation To The Core*. Harvard Business School Press, Boston.

Pathak Harsh, *Organizational Change*, New Delhi, Pearson Education Ltd.

Senior Barbara & Fleming Jocelyne, *Organizational Change*, New Delhi, Pearson Education Ltd.

Hewlett Packard: *Culture In Changing Times* (2005) By Michael Beer; Rakesh Khurana; James Weber

Campbell And Bailyn's Boston Office: *Managing The Reorganization* (2008) Byanne Donnellon; Dun Gifford.

De Layering At Tata Steel (2005) By Kumar. R

Steve Jackson Faces Resistance To Change (2011) By Andrew C. Inkpen; Christine Pearson

Course Reviewers:

Parul Singh

IIFT Delhi

OP Wali

IIFT Delhi

Course title: Logistics and Supply Chain Management

Course code:	No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28
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Pre-requisite course code and title (if any):

Department: Department of Business Sustainability				
Course coordinator (s): Dr Sapna Narula			Course instructor(s): Dr Sapna Narula	
Contact details: sapna.narula@teriuniversity.ac.in				
Course type	Core	Course offered in: Semester 2		
Course description				
<p>Globalization has brought the whole world together compressing it to a small economic entity. It has opened it to an access of sources as well as markets. Whereas for the customers globalization has brought wide choices of products, it has also added up to new dimensions of increased competitive pressures and a high enhanced competition that existed never before. Logistics in this direction is going to play an important role. An efficient and effective supply chain is possible through the discipline of an equally effective and efficient logistics management right from procurement through several warehousing and the use of transportation channels till the product reaches the customer. This course is designed to expose the students of business management in general and supply chain, operations management, infrastructure, and marketing management in particular to the fundamentals of logistics management.</p>				
Course objectives				
<p>To understand logistics, its framework and practical utility</p> <p>To understand the various concepts that are used in logistics</p> <p>To understand how logistics can become an important tool to reach goals of cost reduction and enhance customer service</p> <p>To appreciate the importance of logistics management in achieving integration</p>				
Course content				
Module	Topic	L	T	P
1.	Introduction and Customer Service Goals Logistics defined, importance in supply chain, strategy, service goals	2	0	0
2.	Value chain and Distribution Channels Various channels of distribution-benefits and limitations	2	0	0
3.	Transport Strategy Freight transport, vehicle selection and decisions on cost and service, route planning	2	0	0
4.	Locations Decisions	2	0	0

	Facility locations, network planning			
5.	Warehousing Design, functions, layout, site selection, coverage	4	0	0
6.	Material handling Handling, storage, packaging	2	0	0
7.	Logistics Outsourcing Planning framework for logistics, logistics process, selection, advantages, disadvantages, 3PL, 4PL	2	0	0
8.	E-commerce Logistics Order fulfilment and delivery	2	0	0
9.	Reverse Logistics Role and design considerations	2	0	0
10.	Global Logistics Role, operational factors, issues, advantages, managing global pipe line	2	0	0
11.	Technology in Logistics Need for integration with supply chain, role of IT, ERP	2	0	0
12.	Performance Measurement and Control Systems Need, levels, objectives, and parameters	2	0	0
13.	Strategic Dimension and the Future of Logistics with focus on infrastructure Linkage with product life cycle, and tracking	2	0	0
	Total	28	0	0

Evaluation criteria

Quizzes: Two best from three	10%
Case presentations	30%
Mid Term	20%
End Term	40%

Case Study

This shall consist of 10-15 slides case on one or more issues related to supply chain management practices under study. Typical area(s) on which the case should focus on include supply chain strategy formulation, order fulfilment, logistics solution implementation, inbound logistics, outbound logistics, supplier-customer involvement, global sourcing, reverse logistics, reverse auction to mention a few. The case should clearly highlight the imperatives driving the supply

chain initiatives, benefits envisaged and methodology followed.

Presentation

- The presentation should cover both the analysis of primary and secondary data.
- Each presentation will be of 20 minutes with 12 minutes given to the group to highlight the key findings and 8 minutes for open discussion with the students.

Learning outcomes

The course development focuses on logistics as a support system to the infrastructure industries and supply chains. A large portion of the course therefore deals with transportation, warehousing, integration, outsourcing of logistics such as 3PL, 4PL, performance in logistics and integration. Core subjects of supply chain, as inventory management, processing, lead time controls find only a connective mention. The course has a basic learning outcome of introducing the business management students with a specialization in infrastructure to the fundamentals of logistics management.

Pedagogical approach

The pedagogy will be a mix of lectures, experience sharing, case discussions, and assignments. The course is focused on strategic issues with cases as the primary vehicle for learning. Additional readings and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

Text Books

Logistics Management, 3e

Vinod V. Sople, Pearson Education, 2012

Logistics and Supply Chain Management: Creating Value added Networks

Martin Christopher, FT Prentice-Hall, 2005

Business Logistics Management, 5e

R.H. Ballou, Prentice-Hall International, 1999

Suggested Readings:

Supply Chain Management: A Managerial approach,

Amit Sinha and Herbert Kotzas, Tata Mc-Graw Hill, 2012

Supply Chain Management: Strategy, Planning and Operation

Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, June 2016

Supply Chain Management: From Vision to Implementation

Stanley E. Fawcett, Lisa M. Ellram and Jeffrey E. Ogden, Pearson Education, 2008

Supply Chain Management: Text and Cases

Janat Shah, Pearson Education India, 2009

<p>Journals for advanced studies</p> <p>International Journal of Physical Distribution and Logistics Management, Emerald publications. Supply Chain Management: An International Journal, Emerald Publications. Supply Chain Management Review, SCMR, American Learning centre Journal of Supply Chain Management, Wiley Publications Decision Science, Wiley Publications</p>
<p>Additional information (if any)</p>
<p>Student responsibilities</p>

Course reviewers:

Mrinalini Shah
 IMI, Delhi
 Sapna Narula
 TERI University

<p>Course title: Macroeconomic Environment</p>			
<p>Course code:</p>	<p>No. of credits: 3</p>	<p>L-T-P distribution: 32-10-0</p>	<p>Learning hours: 42</p>
<p>Pre-requisite course code and title (if any):</p>			
<p>Department: Department of Business Sustainability</p>			
<p>Course coordinator (s): Dr. Montu Bose</p>		<p>Course instructor (s): Dr. Montu Bose</p>	
<p>Contact details: montu.bose@teriuniversity.ac.in</p>			
<p>Course type</p>	<p>Core</p>	<p>Course offered in: Semester 2</p>	
<p>Course description</p> <p>In the present world, the economy of a country is influenced by various national and international phenomena. For instance, the inflation targeting policy by the Government of India or the global financial crisis could affect various agents of an economy. Therefore understanding the bigger picture of the economy and associated changes is crucial. In view of this, the course has been developed as a foundational course to introduce the key elements of Macroeconomic Environment.</p>			
<p>Course objectives</p> <p>The course is intended to familiarize the students with the conceptual foundation of Macroeconomics and policy drives that influence income, interest rates, inflation, employment and exchange rates with explanations of the potential short-run and long-run fallouts on the economy.</p>			
<p>Course content</p>			

Module	Topic	L	T	P
1	Concept and Nature of Macroeconomics	2	0	0
2	Measuring the Macroeconomic Performance	3	1	0
3	Social Progress and GDP	2	1	0
4	Theory of Income Determination	4	2	0
5	Role of Government	4	2	0
6	Money, Interest and Income	4	2	0
7	Open Economy Macroeconomics & International Trade	4	0	0
8	Business Cycle and Stabilization Policies	2	1	0
9	Growth and the Economy	3	1	0
10	Aggregate Price Level, Inflation and Unemployment	4	0	0
	Total	32	10	0
<p>Evaluation criteria: The grading will be based on the students’ participation in the class-discussion, presentation accompanied by submission of a term paper/report and a major exam at the end of the course</p> <ul style="list-style-type: none"> • Assignment/Quiz: 20% • Economic Policy Analysis: 20% • Term Paper and Presentation: 30% • Major Exam: 30% 				
<p>Learning outcomes: After successful completion of the course, students will be able to –</p> <ul style="list-style-type: none"> • Interpret and measure the key Macroeconomic variables • Explain the circular flow of income • Describe the roles of fiscal and monetary policy in an economy • Understand the concept of business cycle • Explain and uses of the growth models • Analyse the factors influencing the balance of payments and the exchange rate • Explain and understand the mechanisms of international trade 				
<p>Pedagogical approach A combination of class-room interactions and assignments.</p>				
<p><i>Detailed Break-up of the Topics:</i></p>				

1. Concept and Nature of Macroeconomics

- Concepts of Macroeconomics and Microeconomics
- Three Core Macroeconomics Concerns: Output, Unemployment and Inflation
- Macroeconomic Stability and Business Environment: The Relationship with Focus on Indian Economy

Suggested Readings:

Sikder (2012) Ch.1; Case, Fair and Oster (2012) Ch.5

2. Measuring the Macroeconomic Performance

- National Income Accounting
- Gross Domestic Product – Components, Measurement
- National Income and Social Welfare
- GDP and Underground Economy
- National Income Accounting System of India

Suggested Readings:

Sikder (2012) Ch.2; Case, Fair and Oster (2012) Ch.6

3. Social Progress and GDP

- Limitation of GDP in Measuring Social Progress
- Understanding Human, Social and Natural Capital
- HDI and Gross National Happiness
- Environmental Adjustment of National Income for Sustainability

Suggested Readings:

Stiglitz, Sen and Fitoussi (2009); Hueting (2013)

4. Theory of Income Determination

- The Keynesian Theory of Consumption
- Equilibrium Income/Output Determination
- Concept of Multiplier
- The Paradox of Thrift

Suggested Readings:

Sikder (2012) Ch.3; Case, Fair and Oster (2012) Ch.8

5. Role of Government

- Fiscal Policy: Concept and Instruments
- Government Spending Multiplier, Tax Multiplier, Balanced Budget Multiplier

- Country Experience
- Contra Cyclical Fiscal Policy
- Budgets and Budgetary Policy of Government of India

Suggested Readings:

Sikder (2012) Ch.3; Case, Fair and Oster (2012) Ch.9

6. Money, Interest and Income

- Demand for Money and the Interest Rate
- Aggregate Demand in the Goods and Money Market – IS-LM Model
- Definition and Functions of Money
- Money Supply: Concepts and Measures
- Credit Creation: Banking System
- Monetary Policy: Targets and Instruments
- Financial Sector Reform in India
- Foreign Capital Inflow, Money Supply in India
- Financial Crisis, Stabilization and Deficits

Suggested Readings:

Sikder (2012) Ch.4-6; Case, Fair and Oster (2012) Ch.9 & 15

7. Open Economy Macroeconomics and International Trade

- Concept of Open Economy
- Institutions and Regulations of Trade
- Balance of Payment
- Exchange Rate Determination
- Balance of Payment Crisis
- Fixed and Flexible Exchange Rates
- Devaluation and Purchasing Power Parity
- India's Balance of Payment Crisis

Suggested Readings:

Sikder (2012) Ch.7; Case, Fair and Oster (2012) Ch.19 & 20

8. Aggregate Price Level, Inflation and Unemployment

- Aggregate Demand and Aggregate Supply: Keynes and Classics
- Determination of Aggregate Price Level
- Interaction between the Fiscal and Monetary Policy
- Inflation: Definition and Causes
- Inflation, Budget Deficit and Money Supply
- Public Debt: Concept and Burden
- Labour Market: Definition of Unemployment and Measurement
- The Philips Curve

Suggested Readings:

Sikder (2012) Ch.8-9; Case, Fair and Oster (2012) Ch.12-15

9. Business Cycle and Stabilization Policies

- Business Cycle: Meaning and Phases
- Macroeconomic Stabilization: Classical, Keynesian and Neo-classical Perspectives

Suggested Readings:

Sikder (2012) Ch.11; Case, Fair and Oster (2012) Ch.1 & 16

10. Growth and the Economy

- The Theory of Growth
- Growth Models
- Total Factor Productivity
- Indian Economic Reform and Growth
- Dilemmas of Economic Growth

Suggested Readings:

Sikder (2012) Ch.10; Case, Fair and Oster (2012) Ch.7 & 17

References:

- Asian Development Bank (2009): Macroeconomic Management and Government Finances, OUP.
- Rakshit M (2009): Macroeconomics of Post-reform India, OUP.
- Sikdar S (2012): Principles of Macroeconomics, OUP.
- Case K.E., Fair R. and Oster S (2012): Principles of Macroeconomics, Prentice Hall, Pearson.
- Sikder S. (2013): Capital Flows and Exchange Rate Management, Oxford India short introductions, OUP, New Delhi.

<ul style="list-style-type: none"> • UGC E-PG Pathsala : http://epgp.inflibnet.ac.in/ • Stiglitz, Sen and Fitoussi (2009): https://www.ofce.sciences-po.fr/pdf/dtravail/WP2009-33.pdf • Hueting (2013): http://www.sni-hueting.info/EN/Publications/2013-02-Indispensable-EnvValues.pdf • National Income & Environmental Accounting: http://www.ase.tufts.edu/gdae/Pubs/te/ENRE/3/Ch8_Income_Accounting.pdf <p>Websites:</p> <ul style="list-style-type: none"> • Reserve Bank of India: www.rbi.org.in • Budget and Economic Survey: www.indiabudget.nic.in • MOSPI: www.mospi.nic.in • CMIE: www.cmie.com • Economic and Political Weekly: http://www.epw.in/
Additional information (if any)
Student responsibilities

Course Reviewers

Dr. Seema Sangita

TU, New Delhi

Dr. Ananya Ghosh Dastidar

University of Delhi, New Delhi

Course title: Management Information System			
Course code:	No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28
Pre-requisite course code and title (if any):			
Department: Department of Business Sustainability			
Course coordinator (s): Dr. Umesh Gulla		Course instructor (s): Dr. Umesh Gulla	
Contact details: umesh.gulla@digigyan.in			
Course type	Core	Course offered in: Semester 2	
Course description			
Managers in an infrastructure organization must be aware about making infrastructure businesses more competitive and efficient through the use of information technology. This course provides an introduction to information systems for infrastructure and is designed to familiarize students with organizational, managerial and technical foundations of information systems, the role of			

information systems in improving business processes, enhancing business efficiency and improve decision making across the enterprise.

Course objectives

At the end of the course, it is expected that students will be able to appreciate the uses of Information Systems in organizational management. The course will enable students to understand a digital firm, role of Internet and Internet technologies, the concept and uses of electronic Business, the components of Information Technology (IT) Infrastructure, the Wireless Technology, the Ethical and Security Issues related to Information Systems, and the Enterprise Applications.

Course content

Module	Topic	L	T	P
1.	Understanding Information System Course Introduction; Digital firm, Evolution of Information Systems in Organizations; Decision making process and Types of Decisions; Meaning and Role of Information Systems; Components of Information Systems; Classification of Information Systems: operations support systems & management Support Systems; Functional Information Systems, Web enabled information systems, Knowledge management systems.	6	0	0
2.	Enterprise Applications in Business Organizations Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Competitive Advantage and Strategic Advantage, Porter’s Competitive Forces and Value Chain models. Business Applications using IT; Enterprise information systems: Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Customer Relationship Management (CRM).	6	0	0
3.	E-Business Understanding E-Business & E-Commerce; Types of Electronic Commerce E-Commerce business models; Value Chains in Electronic Commerce; Electronic Data Interchange; Intranet, Extranet and its applications in business. Electronic Payment Systems, Electronic Funds Transfer.	4	0	0
4.	Infrastructure for E-Business Internet & Web technology; Managing e-business infrastructure; Mobile and Wireless technologies in E-Business. Software as a service (SaaS) and service oriented architecture (SOA).	4	0	0
5.	Security & Ethical Issues in Information Systems Security Issues in E-Business; Types of threats in Information	4	0	0

	Systems including Cyber Risk; Countermeasures to security threats in Information Technology; Cryptography and its applications; IT Security Audit; Ethical issues in Information Systems.			
6.	Information Technology in Infrastructure sector Information Technology in Sustainable technology Infrastructure; Emerging Trends in Information Technology: Cloud Computing; Green computing; Smart Grids; Smart Cities; ICT in Governance.	4	0	0
	Total	28	0	0
Evaluation criteria				
▪	Term Paper/Minor Project	20%		
▪	Class Participation/Case Studies	10%		
▪	Mid-Term	30%		
▪	End-term	40%		
Learning outcomes				
Develop an understanding of:				
<ul style="list-style-type: none"> • a digital firm, role of Internet and Internet technologies • the concept and uses of electronic Business • the components of Information Technology (IT) Infrastructure, the Wireless Technology, the Ethical and Security Issues related to Information Systems, and the Enterprise Applications. 				
Pedagogical approach				
The course will be delivered through lectures and discussion of case studies, research papers and articles.				
Suggested Readings:-				
Laudon, K., Laudon, J., & Dass, R. (2010). MIS: Managing the Digital Firm, Pearson Education.				
Laudon, K. & Traver G. C (2016), E-Commerce: business, technology, society, 10/e, Pearson Education.				
Dave Chaffey (2013), E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5/e, Pearson Education.				
Additional information (if any)				
Student responsibilities				

Course reviewers:

MP Gupta

IIT Delhi

A.K. Saini
IP University, Delhi

Course title: Quality Management				
Course code:	No. of credits: 2	L-T-P distribution: 23-5-0	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business Sustainability				
Course coordinator (s): Dr. Vinay Bhusari			Course instructor (s): Dr. Vinay Bhusari	
Contact details: bhusari.vinay@gmail.com				
Course type	Core	Course offered in: Semester 2		
Course description This course is designed to provide a comprehensive coverage of quality management concepts with special reference to infrastructure projects. Emphasis will be placed on both theory and implementation of quality management. Upon successful completion of the course, students should be able to develop an appreciation of quality management theory, principles, and practices, identify and meet the needs of internal/external customers, use quality improvement tools and practices as applied to infrastructure projects for continuous improvement and develop strategies for organizational change and transformation. The students would also be acquainted with ISO quality standard series and its implementation at the firm level.				
Course objectives To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management. To understand the statistical approach for Quality Control. To create an awareness about ISO certification process and need for the industries.				
Course content				
Module	Topic	L	T	P
1.	Introduction Definition of Quality Dimensions of Quality Evolution of Quality concept, theory, philosophies and frameworks Quality Planning Quality costs - Analysis Techniques for Quality Costs Basic concepts of Total Quality Management,	4	0	0

	Principles of TQM Leadership - Concepts Role of Senior Management Quality Council Quality Statements Strategic Planning Deming Philosophy Barriers to TQM Implementation			
2.	TQM Principles Customer satisfaction - Customer Perception of Quality, Customer Complaints Service Quality Customer Retention Employee Involvement Continuous Process Improvement – Juran, PDSA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, Sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy Quality Function Deployment (QFD), Business process reengineering, Process improvement, Benchmarking	4	2	0
3.	Supplier Regulations Principles of Supplier Relations /Supplier Relationship Development Togetherness Types of Suppliers Outsourcing, Outsourcing strategy Partnering, Goals of partnership Building successful partnerships Supplier Selection and Rating Establishing Process Criteria for supplier selection Supplier rating Supplier certification	4	1	0
4.	Statistical Quality Control	4	0	0

	Defining Statistical Quality Control, Understanding the Process Variations and Causes of Variations Sampling methods Probability based sampling Non-probability based sampling Acceptance sampling plans Control Charts Process Capability Process Capability Index Six Sigma			
5.	Quality Management Systems Quality Management Principles Quality Standards ISO 9001 Structure Quality Audits ISO Registration, Requirements Benefits of ISO registration Examples of ISO Standard Application	4	2	0
6.	Benchmarking Definition of Benchmarking Reasons for Benchmarking Types of Benchmarking Benchmarking Process Advantages of Benchmarking Limitations of Benchmarking Strategy assessment using benchmarking	3	0	0
	Total	23	5	0
Evaluation criteria				
▪	Assignment/Presentation	30%		
▪	Mid-Term	30%		
▪	End-term	40%		

<p>Learning outcomes</p> <p>Develop an understanding of:</p> <ul style="list-style-type: none">• Total Quality Management: concept, principles and tools• statistical quality control• ISO certifications
<p>Pedagogical approach</p> <p>The course will be delivered through lectures and discussion of case studies, research papers and articles.</p>
<p>Suggested Readings:</p> <ol style="list-style-type: none">1. James R.E. and William M.L., The Management and Control of Quality, South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).2. Feigenbaum. A.V., Total Quality Management, McGraw Hill, 1991.3. Narayana V. and Sreenivasan, N.S., Quality Management - Concepts and Tasks, New Age International, 1996.4. Besterfield, DH, et.al, Total Quality Management, Prentice Hall, 2003.5. Evans, J.R. and Lindsay, W.M., The Management and Control of Quality, South-Western College Publishing, Cincinnati, OH, 1999.6. Goetsch, DL & Davis, B, Quality Management: Introduction to Total Quality Management for Production, Processing and Services, Pearson, 20067. Gryna FM, Quality Planning & Analysis, Jr., McGraw-Hill, 2001.
<p>Additional information (if any)</p>
<p>Student responsibilities</p>

Course Reviewers:

Anita Sengar

University of Petroleum and Energy Studies, Dehradun

Amit Agrawal

Symbiosis Institute of Management Studies, Pune

Course title: Urban Infrastructure Law and Management				
Course code MPL 166	No. of credits: 2	L-T-P distribution: 12-16-0	Learning hours: 28	
Pre-requisite course code and title (if any): None				
Faculty	Department: Department of Policy Studies (Centre for Postgraduate Legal Studies)			
Course coordinator (s) Dr. Shiju M V	Course instructor (s) Dr. Shiju M V			
Contact details mvshiju@teriuniversity.ac.in				
Course type	Elective			
Course offered in	Semester 2			
Course Description				
<p>It is expected that the increasing urbanization in India will exert tremendous pressure on urban infrastructure. Laws and policies play a significant role in improving urban infrastructure. In this context, this course is an attempt to provide an overview of the laws and policies relating to urban infrastructure. The course provides an introduction to the urban governance structure in India, an overview of different policies and a critical analysis of the laws and policies in the particular sector.</p>				
Course objectives				
<ol style="list-style-type: none"> 1. To provide an overview of the urban governance system in India and the various policies at the national level having a bearing on urban infrastructure. 2. To analyse various laws and policies applicable in different sectors of urban infrastructure. 				
Course content			L	T
Module 1: Introduction			2	6
Urbanization – Theories - Trends – Basic urban infrastructure services Urban Governance: 74th Constitutional Amendment – Different state and municipal laws – Different types of local bodies – Mayor in council – standing committees – ward committees Reforms – Area sabhas – public disclosure law – community participation law – e – governance – financial reforms				

An Overview of Urban Development Policies and Programmes: Smart Cities, AMRUT, JNNURM, Pradhan Mantri Awas Yojana-Housing for All (PMAY-HFA), Shyama Prasad Mukherji National Rurban Mission (NRuM) etc. Accessibility SDGs and Urban Infrastructure: Goal 11			
Module 2: Urban Planning	2	2	
Town and country planning laws – Development Authorities - Master plans – Land acquisition – land pooling – land ceiling laws			
Module 3: Urban Environment	2	2	
Air and water pollution – solid waste management – public spaces			
Module 4: Urban Mobility	2	2	
Metro – BRT – Mono rail – last mile connectivity			
Module 5: Housing	2	2	
Apartment legislations – Rent control – stamp duty – Real Estate Law – Model Building Bye Laws Slum development			
Module 6: Provision of services	2	2	
Para statals – Private participation			
Total	12	16	
Evaluation criteria			
<ul style="list-style-type: none"> • Class participation : 10 • Term Paper : 25 • Presentations : 25 • Major Test : 40 			
Learning outcomes			
By the end of the course, it is expected that the students will:			
1. Be able to appreciate the problems facing urban infrastructure sector and the various policy responses at the national level.			
2. Be able to make contributions in the form of articles, comments etc. analysing and suggesting reforms in the sector.			
Pedagogical approach			

A mixture of lecture and discussion methods will be adopted. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.

Materials

Suggested Readings

1. Baud, I.S.A. and de Wit,J. (2009), *New Forms of Urban Governance in India - Shifts, Models, Networks and Contestations*, New Delhi: SAGE Publications India.
2. Sivaramakrishnan, K.C. (2009), *Courts, Panchayats and Nagarpalikas*, New Delhi: Academic Foundation.
3. Vaidya, Chetan (2009), *Urban Issues, Reforms and Way Forward in India*, Department of Economic Affairs, Government of India
4. Policy documents, and documents related to various urban development programmes available from the sites of the Ministry of Urban Development and Ministry of Housing and Urban Poverty Alleviation, Government of India (<http://urbanindia.nic.in>; <http://mhupa.gov.in>; <http://jnnurm.nic.in>)
5. Batra, L.(2009), “A Review of Urbanisation and Urban Policy in Post-Independent India”, Working Paper Series, New Delhi: Centre for the Study of Law and Governance Jawaharlal Nehru University.

Additional information (if any)

Student responsibilities

Course title: Biotechnology Law			
Course code MPL 162	No. of credits: 2	L-T-P distribution: 10-18-0	Learning hours: 28
Pre-requisite course code and title (if any): None			
Faculty	Department: Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) Dr. Shiju M. V.	Course instructor (s) Dr. Shiju M. V.		
Contact details mvshiju@teriuniversity.ac.in			
Course type	Elective		
Course offered in	Semester 2		
Course Description			
Modern biotechnology is a rapidly evolving discipline and raises many important legal issues. Like many other technological innovations, modern biotechnology has also raised			

hopes and concerns. An effective regulatory regime on modern biotechnology has to respond to both these hopes and concerns. This course is an attempt to study the regulatory regime on modern biotechnology in India. A comparative analysis of the European and the US regulatory systems, and the evolving international law on the subject set the background for the study of Indian regulations. In addition, the course also addresses the IPR issues in the sector.

Course objectives

1. To provide an overview of the Indian regulatory regime on biotechnology in a comparative context.
2. To understand the evolving international law on the subject.
3. To analyse the IPR issues involved in the sector

Course content	L	T	P
Module 1: Introduction	4	4	
Biotechnology – the science – Applications: Agriculture, Pharmaceuticals, Industry Different approaches to regulation: Case study of the US and the EU regulatory systems Multilateral agreements: Convention on Biological Diversity, Cartagena Protocol on Biosafety, WTO Agreements, Codex Alimentarius, Plant Genetic Resources for Food and Agriculture, International Trade and Biotechnology. Bioethics, Human cloning, Human Genome project Relevant UNESCO Declarations			
Module 2: Regulatory system in India	4	10	
Principles of regulation, Concept of precaution Risk Analysis Framework: Risk Assessment, Risk Management, Risk Communication <i>Environment (Protection) Act, 1986</i> <i>Rules for the manufacture, use, import, export and storage of hazardous microorganisms, genetically engineered organisms or cells, 1989:</i> Institutional Structure, Powers and Functions, Relevant Guidelines and Protocols. <i>Drugs and Cosmetics Act 1940</i> – Field Trials and Regulatory Processes Food Standards and Safety Authority of India <i>Biological Diversity Act 2002</i> The Biotechnology Regulatory Authority of India Bill, 2013 (BRAI) Judicial outlook			

Module 3: Biotechnology Patenting	2	4	
<i>Indian Patent Act, 1970, and the 2005 Amendments</i> Patenting of life forms and Genetic information UPOV, PVPFR Privacy and Data protection			
Total	10	18	
Evaluation criteria			
<ul style="list-style-type: none"> • Class participation : 10 • Term Papers : 25 • Presentations : 25 • Major Test : 40 			
Learning outcomes			
<p>By the end of the course, it is expected that the students will:</p> <ol style="list-style-type: none"> 1. Be able to appreciate different approaches to biotechnology regulation. 2. Be familiar with the biotechnology regulatory regime in India. 3. Have an understanding of the IPR issues in the sector. 			
Pedagogical approach			
<p>A mixture of lecture and discussion methods will be adopted. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.</p>			
Materials			
<p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Grant E. Isaac & William A. Kerr(2003), “GMOs at the WTO – A Harvest of Trouble” , <i>Journal of World Trade</i>, 37(6): 1083 2. Ryan Hill, Sam Johnston, & Cyrie Sendashonga (2004), Risk Assessment and Precaution in the Biosafety Protocol, <i>RECIEL</i> 13(3): 263-369. 3. Indur M. Goklany (2000), “Applying the Precautionary Principle to Genetically Modified Crops”, <i>Policy Study Number 157</i>, CSAB, Washington University, St. Louis. 4. Ruth Mackenzie et al. (2003), <i>An Explanatory Guide to the Cartagena Protocol on Biosafety</i>, Cambridge: IUCN Publications Services. 5. Francioni, Francesco and Scovazzi, Tullio (eds.) (2006), <i>Biotechnology and International Law</i>, Oxford: Hart Publishing. 			

<p>6. K.D. Raju (ed.) (2007), <i>Genetically modified organisms: Emerging law and policy in India</i>, New Delhi: TERI.</p> <p>7. Sreenivasalu, N. S. (2016), <i>Law Relating to Biotechnology</i>, New Delhi: Oxford University Press.</p> <p>8. Rebecca Eisenberg (1989), “Patents and the Progress of Science: Exclusive Rights and Experimental Use”, <i>University of Chicago Law Review</i>, 56: 1017.</p>
Additional information (if any)
Student responsibilities

Course Reviewers

1. Dr. Stellina Jolly, School of Law, South Asian University, New Delhi.
2. Dr. Jacob Joseph, National University Advanced Legal Studies, Kochi.

Course title: Climate Change and Law			
Course code MPL 134	No. of credits: 2	L-T-P distribution: 12-16-0	Learning hours: 28
Pre-requisite course code and title (if any): None			
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) S. B. Amrithnath	Course instructor (s) S. B. Amrithnath		
Contact details amrith.sb@teriuniversity.ac.in			
Course type	Elective		
Course offered in	Semester 2		
Course Description			
<p>Climate change is one of the main challenges facing humanity today. It has severe implications for the social, economic, and political life of people around the world. An attempt is made in this course to look at the legal responses both at the national and international level to this grave crisis. In addition, the course also looks at the impact of this phenomenon on other branches of law like the law of the sea and human rights.</p>			
Course objectives			
<ol style="list-style-type: none"> 1. To provide an understanding of the international and national laws relating to climate change. 2. To understand the compliance mechanism envisaged under the international legal regime. 3. To analyse the impact of climate change on other branches of law 			

Course content	L	T	P
Module 1: Introduction	4		
Climate Change: causes and effects Basic terminologies: Adaptation, Mitigation, Loss and Damage Equity concerns – Climate Justice			
Module 2: International Legal Regime on Climate Change:	2	6	
UN Framework Convention on Climate Change – Kyoto Protocol - Doha Amendment - Paris Agreement Top – Down and Bottom – Up approach, NDCs – Enforcement Montreal Protocol and the Kigali Amendment International Organizations and Institutions: WMO, IPCC			
Module 3: Clean Development Mechanism and REDD+	2	2	
CDM: Projects covered and excluded, Governance: International and national levels, Future of CDM projects under the Paris Agreement REDD+: Main elements – Warsaw Framework – Monitoring - Concerns			
Module 4: National Scenario	2	4	
India’s obligations under International law NAPCC – Eight Missions – State Action Plans on Climate Change NDCs communicated under the Paris Agreement Energy Policies			
Module 5: Impact on other areas of law and litigation	2	4	
Climate Change and the Law of the sea: Implications for sovereignty, Marine biodiversity. Climate change as a human rights issue Trade issues – Technology Transfer – IPRs Litigation Role of NGT			
Total	12	16	
Evaluation criteria			
• Class participation	: 10		
• Term Papers	: 25		

<ul style="list-style-type: none"> • Presentations : 25 • Major Test : 40
<p>Learning outcomes</p> <p>By the end of the course, it is expected that the students will:</p> <ol style="list-style-type: none"> 1. Be familiar with the international legal regime on climate change. 2. Be able to appreciate the concerns raised on the ground of equity and the negotiating position of developing countries.
<p>Pedagogical approach</p> <p>A mixture of lecture and discussion methods will be adopted. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.</p>
<p>Materials</p> <p>Suggested Readings</p> <p>Books:</p> <ol style="list-style-type: none"> 1. Carlarne, Cinnamon P., Gray, Kevin R., and Tarasofsky, Richard (eds) (2016), <i>The Oxford Handbook of International Climate Change Law</i>, Oxford: Oxford University Press. 2. French, Duncan and Rajamani, Lavanya (2013), “Climate Change and International Environmental Law: Musings on a Journey to Somewhere”, <i>Journal of Environmental Law</i> 25 (3): 437-461. 3. Carlarne, Cinnamon (2014), “Delinking International Environmental Law and Climate Change”, <i>Michigan Journal of Environmental and Administrative Law</i>, 4: 1. 4. Bodansky, Daniel (2016), “The Legal Character of the Paris Agreement”, <i>Review of European, Comparative and International Environmental Law</i>, 25 (2): 142-150. 5. DeSombre, Elizabeth R. (2000), “The Experience of the Montreal Protocol: Particularly Remarkable, and Remarkably Particular”, <i>UCLA Journal of Environmental Law & Policy</i> 19(1): 49. 6. Bhullar , Lovleen (2013), “CDM and REDD+: A Comparative Perspective”, <i>International Journal of Rural Law and Policy</i>, 3 (1): Article 3. 7. Savaresi, Annalisa (2016), “A Glimpse into the Future of the Climate Regime: Lessons from the REDD+ Architecture”, <i>Review of European, Comparative and International Environmental Law</i>, 25 (2): 186–196. 8. David D.Caron (2013), “Climate Change and the Oceans”, in Harry N. Scheiber and Jin-Hyun Paik, eds, <i>Regions, Institutions, and the Law of the Sea: Studies in Ocean Governance</i>, Leiden: Brill Press.

9. McInerney-Lankford, Siobh'an (2009). "Climate Change and Human Rights: An Introduction to Legal Issues", <i>Harvard Environmental Law Review</i> , 33: 431 – 437.
Additional information (if any)
Student responsibilities

Course title: Contracts law and management			
Course code MPL 144	No. of credits: 2	L-T-P distribution: 26-2-0	Learning hours: 28
Pre-requisite course code and title (if any): None			
Faculty	Department: Centre for Postgraduate Legal Studies		
Course coordinator (s) Dr. Gaurav	Course instructor (s) Dr. Gaurav/S. B. Amrithnath		
Contact details gaurav@teriuniversity.ac.in			
Course type	Elective		
Course offered in	Semester 2		
Course Description			
<p>Contract gives the foundation of infrastructure projects. This course provides an advanced understanding of contract laws with respect to the infrastructure projects. Students will be exposed to foundations of contractual liability. The course will look into specific infrastructure contracts to get an understanding as to how different industries work.</p> <p>Infrastructure contracts of big projects need proper contract management. Students will be given an in depth understanding of contract management and the various processes attached with it. The course will go into professional understanding of possible conflict scenarios in project cycle and conflict resolution through case studies. The course taught through various case studies expose students to various sets of contract laws in infrastructure business.</p>			
Course objectives			
<ol style="list-style-type: none"> 1. To provide an advanced understanding of contract law and its implications. 2. To analyse specific types of infrastructure contracts and its various forms. 3. To understand contract management and dispute resolution 			
Course content	L	T	P
Module 1: Principles of Contract Law	6		

Basic principles for Formation of Contract; - Discharge of contracts Specific Contracts: Agency, Indemnity, Guarantee, Bailment			
Module 2: Infrastructure Contracts	2	8	
Public Private Partnership Models(PPP), Joint Ventures, Management Contract, Work & Cost Contract, Leasing out, Model Concession Agreements, Fee- Sharing Agreements, State Support Contracts, Security Trust Contracts, Share Pledge Contracts, Drafting Specific Contracts – Role Play – Negotiating Contracts			
Module 3: Contract Management	2	4	
Importance of Contract management – Upstream or Pre-award activities - Creating Functional Team(s) for Risk Analysis & Contract Management Creating Templates for Contracts - Creating Contract Management Processes – Contract exit strategy - Dispute Resolution Planning and Processes - Contract Training Hypothetical Case Scenarios			
Module 4: Conflict Resolution	2	4	
Alternative dispute resolution mechanisms – Arbitration, Mediation, Conciliation and Negotiation Arbitration and Conciliation Act, 1996 – Arbitral Award – Appeal – Conciliation			
Total	12	16	
Evaluation criteria			
Class Participation: 10%			
Essay: 25%			
Presentation: 25%			
Major Exam: 40%			
Learning outcomes			
By the end of the course, it is expected that the students will:			
1. Be able to understand implications of infrastructure contracts.			
2. Be able to critically analyse contracts and make constructive amendments.			
3. Be able to understand the management of contracts and the resolution of disputes.			
Pedagogical approach			
Predominantly based on classroom teaching. It is expected that the students come prepared			

with the readings, thus leading to a healthy discussion.
Materials
Suggested Readings
Books:
10. Sir Jack Beatson FBA, Andrew Burrows FBA, QC (Hon)., and John Cartwright, 30 th edn <i>Anson's Law of Contract</i> , OUP, 2016.
11. Sairam bhatt ed., <i>Law of Business Contracts in India</i> , Sage, 2009.
12. Piyush Joshi, <i>Law Relating to Infrastructure Projects</i> , Butterwoths, 2003
13. Stephen Furst, Sir Vivian Ramsey, 9 th edn., <i>Keating on Construction Contracts</i> , Sweet & Maxwell, 2012.
Journal Articles
1. Marques, R. and Berg, S., “Revisiting the Strengths and Limitations of Regulatory Contracts in Infrastructure Industries”, <i>J. Infrastruct. Syst.</i> , 10(4) 2010 334-342.
2. Marques, R. and Berg, S. “Risks, Contracts, and Private-Sector Participation in Infrastructure”, <i>Journal of Construction Engineering and Management</i> , 137(11) 2011 925-932.
3. Ellen Dannin, <i>Crumbling Infrastructure</i> , “Crumbling Democracy: Infrastructure Privatization Contracts and Their Effects on State and Local Governance”, <i>6 Nw. J. L. & Soc. Pol'y.</i> 47 (2011)
Additional information (if any)
Student responsibilities
Attendance, feedback, discipline, guest faculty etc

Course reviewers

1. Mr. Nishant Beniwal, Counsel, Khaitan & Co
2. Dr. Bindu Ronald, Professor, SLS
- 3.

Course title : Electricity Law, Reforms and Practice			
Course code : MPL 163	No. of credits : 2	L-T-P distribution : 12-16	Learning hours : 28
Pre-requisite course code and title (if any) :			
Faculty :	Centre for Post Graduate Legal Studies		
Course coordinator (s) : Dr. M P Ram Mohan	Course instructor (s) : Avijeet Lala		
Contact details : avijeet.lala@hsalegal.com			

Course type	Elective			
Course offered in	Semester 2			
Course Description:				
<p>This course deals with the legal, policy and business issues concerning the electricity sector of India. It is designed to provide the students with a comprehensive overview of the subject, and the opportunity to explore legal responses to social and economic challenges which the sector faces. The course will involve advanced study of topical legal issues with the aid of real life case studies.</p>				
Course objectives :				
<p>This course will give the students an overview of electricity laws and policies in India, take them through the reform cycles that has taken place in Indian electricity sector, and equip the students with the practice of electricity laws. The main objectives are:</p> <ol style="list-style-type: none"> 1. Mapping of various laws and policies relating to electricity sector; 2. Understanding the reform agenda and policy objectives impacting the electricity sector; and 3. Case studies to get insight into the practice of electricity laws covering government policies, judicial decisions, topics such as open access, parallel licensing, tariff fixation etc. 				
Course Contents:				
Module	Topic	L	T	P
1.	<p>Introduction to electricity laws and reforms in India</p> <p>Political and legislative history of electricity laws and reforms; legal, political and social conflicts surrounding electricity regulation; constitutional and legal basis for electricity regulation in India</p>	2		
2.	<p>Indian Power Sector and Electricity Act, 2003</p> <p>Overview of Indian power sector; scheme and salient features of EA03; legal and regulatory concepts under EA03; key institutions under EA03; role of government in electricity regulation; EA03 and business interface; walk through of EA03 provisions; critics view point on EA03</p>	2		

3.	<p>Concept of Open Access, Parallel Licensing and power trading</p> <p>Understanding concept of open access; regulatory provisions and challenges in implementation of open access; multiple licensees in distribution - importance and impediments; provisions regarding power trading, power exchange and market development; captive generating plant</p> <p><i>Case studies and Class room exercise:</i></p>	2	5	
4.	<p>Renewable Energy – Regulatory framework</p> <p>Provisions regarding renewable energy under EA03; regulatory treatment of renewable energy; government policies and programmes</p> <p><i>Case studies:</i></p>	2	2	
5.	<p>Tariff Determination - Generation, Transmission, Distribution</p> <p>Principles and process for tariff determination; regulatory norms for tariff fixation; concept of ABT and UI mechanism; scheduling and despatch and grid system; POC charges and transmission tariff; Multi Year Tariff; cost plus tariff fixation versus tariff discovery through competitive bidding;</p> <p><i>Case studies and Class room exercise:</i></p>	2	4	
6.	<p>Opportunities and Challenges of electricity regulation in India – Generation, Transmission, Distribution, Trading</p> <p>Opportunities in electricity sector; challenges in electricity regulation; regulatory uncertainty; issues relating to fuel shortage and power evacuation; subsidy; tariff design; T&D loss; network laying; balancing competition and consumer interest etc.</p> <p><i>Case studies and Class room exercise:</i></p>	2	5	
Total		12	16	0
Evaluation procedure :				
Weightage (%)				
<ul style="list-style-type: none"> • Class participation : 10 				

<ul style="list-style-type: none"> • Term Paper : 25 • Presentation : 25 • Final examination : 40
<p>Learning outcomes :</p> <ol style="list-style-type: none"> 1. Able to understand specific sectoral legal issues and the regulatory challenges of electricity business 2. Appreciate the critical legal and regulatory issues relating to electricity, business and society
<p>Pedagogical approach :</p> <p>The electricity law course will be taught through interactive sessions based on prior discussed readings. Many legal principles have a strong relation with sector policies and politics, and also court decisions. The course will brief introduce specific sector issues and legal framework. Subsequent classes will be based on tutorials where students will have a central role in discussing and raising legal issues.</p>
<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Report of Expert Committee on State-Specific Reforms - Structuring of APDRP, Reform Framework and Principles of Financial Restructuring of SEBs, Ministry of Power, Government. of India, September 2002. 2. Report of the Expert Group on Restructuring SEBs, Group headed by Montek Singh Ahluwalia, 2001. 3. Lok Sabha Debates, Electricity Bill 2001. 4. Electrifying India - Regional Political Economies of Development, Sunila S. Kale, Stanford University Press, 2014.
<p>Additional information (if any) :</p>
<p>Student responsibilities :</p> <p>Attendance: At-least 75% attendance will be necessary to be able to appear for the final exam.</p>

Course Reviewers:

Mr. Sakya Chaudhuri, Partner, HSA Advocates

Mr. Sanjay Sen, Senior Advocate, Supreme Court

Course title : Energy Law			
Course code : MPL 159	No. of credits : 2	L-T-P distribution : 8-20	Learning hours : 28

Pre-requisite course code and title (if any) :			
Faculty :	Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) : Dr. M P Ram Mohan	Course instructor (s) : Dr. M P Ram Mohan		
Contact details : mprammohan@teriuniversity.ac.in			
Course type	Elective		
Course offered in	Semester 2		
Course Description: Energy availability and access forms the backbone of new modern economy. Many of the conventional energy sources that are in existence for long are seen as polluting in the context of climate commitments. The alternative forms are still in the process of development. The course on energy law will covers major sources of energy and its legal aspects relating to access, regulatory environment, business and environmental aspects.			
Course objectives : Energy law course provides students both an overview of applicable laws relating to energy sector in India and also undertakes a critical legal analysis of specific areas of energy sector. The main objectives are, 4. Mapping of various laws and policies relating to energy sector 5. Case studies on energy sector covering government policies, judicial decisions and topics such as environment, business, national and international trade etc.			
Course Contents:			
Module	Topic	L	T
1.	Introduction to energy sector scenario and law National and international scenario and institutions in energy sector; legal basis for energy regulation in India; access issues on energy and electrification	1	

<p>2.</p>	<p>Oil, Gas and Petroleum Law</p> <p>Legal basis for OG&P sector regulation (Pre- New Exploration Licensing Policy (NELP) phase); NELP and Production Sharing Contracts; Open Acreage License Policy; laws governing pricing mechanism (including competition laws); proposed reforms; Hydrocarbon Exploration Licensing Policy and Revenue Sharing Contracts; policies and guidelines related to unconventional gases (CBM and shale gas); proposed reforms (<i>post Rangarajan Committee Report on Petroleum Pricing.</i>)</p> <p>Case study: (groups to choose two)</p> <ol style="list-style-type: none"> 1. <i>Petroleum pricing and legal issues</i> 2. <i>Gas price dispute between Government and Reliance Industries</i> 3. <i>BP Oil spill disaster and liability issues</i> 	<p>2</p>	<p>5</p>	
<p>3.</p>	<p>Law relating to coal sector</p> <p>Coal sector in India; broad outlines of the laws applicable;</p> <p>Legislative powers pertaining to coal sector and Regulation of mines and mineral development; Nationalization of coal sector and post liberalisation reforms; Coal sector and environmental Issues; MMDR Act (and its amendments); Compensatory Afforestation Fund Management and Planning Authority and Forest Rights issues</p> <p>Case study (groups to choose two)</p> <ol style="list-style-type: none"> 1. <i>Coal sector and NGT- Bhopal NGT Bench as an example</i> 2. <i>Health and safety in coal industry</i> 3. <i>Coal thermal power plant and consenting process</i> 4. <i>The Coal Mines (Special Provisions) Act, 2015</i> 	<p>2</p>	<p>5</p>	

<p>Learning outcomes :</p> <ol style="list-style-type: none"> 3. Able to understand specific sectoral legal issues and the nature of energy business 4. Appreciate the critical legal issues relating to energy, environment and society
<p>Pedagogical approach :</p> <p>The energy law course will be taught through interactive sessions based on prior circulated readings. Many legal principles have a strong relation with sector policies and politics, and also court decisions. An introductory lecture on specific sector issues and legal framework will be given in each module. Subsequent classes will be based on tutorials where students will have a central role in identifying and discussing and legal issues.</p>
<p>Suggested Readings :</p> <p>Basic readings are provided below. Other than basic reading, literatures and case study will be circulated in advance to prepare the tutorials.</p> <ul style="list-style-type: none"> • <i>Report of expert committee on integrated energy policy, 2006</i> • <i>The Final Report of the Expert Group on Low Carbon Strategies for Inclusive Growth, Planning Commission, 2014</i> • <i>India Energy Outlook, World Energy Outlook Special Report, 2015</i> • <i>Evaluation Report on Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY), Planning Commission 2014</i> • <i>Indian Brand Equity Fund Foundation, Oil & Gas sectoral reports (Monthly updates)</i> • <i>Statutory updates by Ministry of petroleum & Natural Gas official website (http://petroleum.nic.in)</i> • <i>PwC reports (http://www.pwc.in/government-reforms-and-infrastructure-development/oil-and-gas-publications.html)</i> • <i>Governance of the Petroleum and Natural Gas Sector in India: A Status Note, TERI-NFA Working Paper Series No. 15</i> • <i>Report of the Committee on the Production Sharing Contract Mechanism in Petroleum Industry http://eac.gov.in/reports/rep_psc0201.pdf</i> • <i>Report of the Committee on Gas Pricing – 2014, http://petroleum.nic.in/docs/committee_report_on_gas_pricing_2014.pdf</i> • <i>Regulations & Tariff Orders Issued By Regulatory Commissions For Renewable Energy Sources In India (http://mnre.gov.in/file-manager/Compendium/Program.htm)</i> • <i>Renewable Energy Policies and Guidelines.(Wind, solar, hydro, biofuels and others-Centre and States)</i> • <i>Policies Governing Regulation of Nuclear and Radiation Safety,</i>

<http://www.aerb.gov.in/AERBPortal/pages/English/prsrel/policies.pdf>

Sector laws will be discussed throughout the modules

Additional information (if any) :

Student responsibilities :

Attendance: At-least 75% attendance will be necessary to be able to appear for the final exam.

Course Reviewers:

Nishant Beniwal, Counsel, Khaitan & Co, New Delhi

Dr J Nandakumar, Energy Studies Programme, JNU

Course title: Environmental Aspects of Business Activities			
Course code MPL 156	No. of credits: 2	L-T-P distribution: 14-14-0	Learning hours: 28
Pre-requisite course code and title (if any): Environmental Law and Policy (NRE 155/MPL 155)			
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) Dr. Shiju M. V.	Course instructor (s) Dr. Shiju M. V.		
Contact details mvshiju@teriuniversity.a.cin			
Course type	Core		
Course offered in	Semester 2		
Course Description			
<p>Business organizations have to comply with various environmental regulations on a daily basis. These regulations start operating from the inception stage onwards. In addition, the growing environmental consciousness and consumer preferences have forced business to go green. In this context, this course is intended to introduce the students to the legal issues in the interface between environment and business. In that process it introduces various environmental regulations that directly affect business operations. The voluntary environmental standards and the liability issues in mergers and acquisitions are also discussed. The course will build on the knowledge gained in the basic course on <i>Environmental Law and Policy</i>.</p>			
Course objectives			
1. To analyse various environmental regulations that have a bearing on business activities.			

2. To understand the liability principles and its importance in mergers and acquisitions.
3. To provide an overview of the voluntary initiatives by the industry to address environmental concerns.

Course content	L	T	P
Module 1: Introduction	4	0	0
The changing nature of business and its interaction with nature Nature as a commodity, valuation issues, property rights Greening of Business Environmental Standards: ISO 14000 family Forest Stewardship Council, Marine Stewardship Council Sustainable Stock Exchange Initiative, Sustainability Reporting CSR requirements under the Companies Act			
Module 2: Consent and industrial siting	2	2	0
Consent requirements: Consent to operate and establish Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981 PCBs/CPCB/PCC: powers, composition etc. Uniform consent rules Environment (Siting for Industrial Projects) Rules, 1999 Manufacture, Storage and Import of Hazardous Chemical Rules, 1989			
Module 3: Environmental Clearance	2	4	0
Concept of EIA; Models-mandatory, discretionary Environment (Protection) Act, 1986, EIA notification- categorization, steps involved, general conditions, validity and monitoring; Appeal – role of NGT			
Module 4: Clearances under the Forest and Wildlife Protection Laws	2	4	0
Forest (Conservation) Act, 1980; Procedure for forest clearance; Different stages; Valuation, Compensatory afforestation CEC, NGT Wildlife (Protection) Act, 1972 and clearances			
Module 5: Biological Diversity	2	2	

Biological Diversity Act, 2002; Access and Benefit sharing; IPR issues, Protection of Plant Varieties and Farmers’ Rights Act, 2001.			
Module 6: Liability and other issues	2	2	
Legal principles relating to liability; Public Liability Insurance Act, 1991; Liability for nuclear accidents Extended Producer Responsibility: E-Waste (Management) Rules, 2016, Plastic Waste (Management and Handling) Rules, 2016 Importance in Mergers & Acquisitions			
Total	14	14	0
Evaluation criteria			
<ul style="list-style-type: none"> • Class participation : 10 • Term Paper : 25 • Presentations : 25 • Major Test : 40 			
Learning outcomes			
By the end of the course, it is expected that the students will be able to:			
1. Identify various environmental issues involved in business operations and be in a position to prepare client briefs.			
2. Spell out various compliance requirements under environmental laws and advise clients accordingly.			
Pedagogical approach			
A mixture of lecture and discussion methods will be adopted. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.			
Materials			
Suggested Readings			
1. Kohli, Kanchi and Menon, Manju (eds.) (2016), <i>Business Interests and Environmental Crisis</i> , New Delhi: Sage.			
2. UNEP (2015), <i>Stock exchanges and Sustainability</i> , Geneva: International Environment House.			
3. OECD (2006), <i>Environmental Compliance and Enforcement in India: Rapid Assessment</i> , New Delhi: OECD India.			
Additional information (if any)			

Student responsibilities

Course Reviewers

1. Ms. Els Rynaers Kini, Partner, M. V. Kini & Co., Mumbai.
2. Prof. Bindu Ronald, Professor, Professor, Symbiosis Law School, Pune.

Course title: Forest Law and Policy			
Course code MPL 158	No. of credits: 2	L-T-P distribution: 24-4-0	Learning hours: 28
Pre-requisite course code and title (if any): None			
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) S. B. Amrithnath	Course instructor (s) S. B. Amrithnath		
Contact details amrith.sb@teriuniversity.ac.in			
Course type	Core		
Course offered in	Semester 2		
Course Description State's approach towards forests has changed over a period of time. From being considered as an impediment to agriculture during the initial years of colonization, forests were seen as an important source of revenue during a significant part of the colonial rule. The discourse on climate change has forced to view forests as carbon sinks. This course is an attempt to provide an overview of the forest laws and policies both at the national and international level.			
Course objectives 1. To understand the legal regime on forestry in India and the changes in the policy over a period of time. 2. To analyse the role of local communities in forest management under various laws and policies. 3. To appreciate the evolving international law in the field and the concerns of the developing countries.			
Course content		L	T
Module 1: Introduction		4	
History of forest laws and policies in India: Different stages			

Functions of forests, Purposes of forest management Definition of forests and its importance			
Module 2: Overview of the legal regime	6	1	
Constitutional Provisions – Indian Forest Act 1927, Classification of forests – Forest (Conservation) Act, 1980 – CAMPA, 2016 –Forest Rights Act, 2006 – Role of Judiciary: Forest Conservation case			
Module 3: Forest dwellers and forest governance	4	1	
Van Panchayats, Joint Forest Management, Forest Rights Act, 2006 PESA and its impact on forest governance			
Module 4: Wildlife conservation and forests	4	1	
Wildlife (Protection) Act, 1972 – Protected Areas – Forest dwellers and wildlife conservation, Interface with FRA Environment (Protection) Act, 1986 – ESA Notifications			
Module 5: International Legal regime on forests	6	1	
Regional Agreements: Trends; Soft law instruments: Stockholm Declaration, World Charter for Nature, Rio Declaration, Agenda 21, Forest Principles 1992, Forestry Principles, 2007, SDGs – Goal 15. Treaties: Ramsar Convention, CITES, CBD, UNFCCC, Kyoto Protocol, Paris Agreement, World Heritage Convention, International Tropical Timber Agreement REDD+, Economic Law and Forests			
Total	24	4	0
Evaluation criteria			
• Class participation	: 10		
• Term Paper	: 25		
• Presentations	: 25		
• Major Test	: 40		
Learning outcomes			
By the end of the course, it is expected that the students will:			
1. Be able to critically analyse the forest laws and policies both at the national and international level.			
2. Be able to contribute to the debates and literature on the subject in the form of articles and comments.			
Pedagogical approach			
Predominantly based on classroom teaching. A lot of emphasis will be given for self-study.			

For this module wise reading material will be distributed in advance.		
Materials		
Suggested Readings		
<p>14. Dutta, Ritwick (2012), <i>Supreme Court on Forests</i>, New Delhi: Universal.</p> <p>15. Gadgil, Madhav and Guha, Ramachandra (1992), <i>This Fissured Land: An Ecological History of India</i>, Berkely: University of California Press.</p> <p>16. Guha, Ramachandra (1989), <i>The Unquiet Woods: Ecological Change and Peasant Resistance in the Himalaya</i>, Berkely: University of California Press.</p> <p>17. Poddar, et al (Eds.) (2011), <i>Forest Laws and Policies in India</i>, Kolkatta: Regal Publishers.</p> <p>18. Divan, Shyam & Rosenzcrazn, Armin (2001), <i>Environmental Law & Policy in India</i>, New Delhi: Oxford University Press.</p> <p>19. Tucker, Richard P. (2012), <i>A Forest History of India</i>, New Delhi: Sage Publications.</p> <p>20. Lele, Sharachchandra and Menon, Ajit (2014), <i>Democratizing Forest Governance in India</i>, New Delhi: Oxford University Press.</p> <p>21. Sahu, Geetanjoy (2014), <i>Environmental Jurisprudence and the Supreme Court</i>, New Delhi: Orient BlackSwan.</p> <p>22. Singh C. (1986), <i>Common Property and Common Poverty</i>, New Delhi: Oxford University Press.</p> <p>23. Upadhyay S. and Upadhyay V. (2002), <i>Hand Book on Environmental Law- Forest Laws, Wildlife Laws and the Environment</i>, Vol. I, New Delhi: Lexis Nexis-Butterworths-India.</p> <p>24. Hooker, Ann (1994), “The International Law of Forests”, <i>Natural Resources Journal</i>, 34: 823- 877.</p>		
Additional information (if any)		
Student responsibilities		

Course title: Infrastructure Project Finance Law		
Course code: MPL 146	No. of credits: 2	L-T-P distribution: 14-14-0
Pre-requisite course code and title (if any):		
Faculty :	Department of Policy Studies (Centre for Postgraduate Legal Studies)	

Course coordinator (s) : Nishant Beniwal		Course instructor (s) : Nishant Beniwal		
Contact details :				
Course type		Core		
Course offered in		Semester 2		
Course Description				
<p>This course aims to provide an overview of the commercial and general legal context in which financing of the infrastructure sector, or project financing is undertaken. The course also covers the legislative and policy framework within which the project finance market operates in India. The course will explore and examine, methods and sources of project financing particularly in India, risks attached with financing of large scale infrastructure projects and project finance documentation in India.</p>				
Course objectives				
<ol style="list-style-type: none"> 1. To provide an overview of the general legal context in which the infrastructure project finance take place in India. 2. To introduce the methods of project finance in India. 3. To gives students the opportunity to review and apply the law and practice of project financing to factual scenarios taken from actual project finance deals. 				
Course content				
Module	Topic	L	T	P
1.	Overview <ul style="list-style-type: none"> • Overview of the project finance and structured finance market in India • Regulatory overview of project finance in India - the role of Reserve Bank of India. • Project Finance methods and structures • Project Finance – risk management Case studies	3	3	
2.	Project Finance Documentation <ul style="list-style-type: none"> • Term Sheets • Project Financing Documentation • Loan Agreements • Sponsor Support Agreements and Guarantees • Trust and Retention/Escrow Agreements 	4		

	<ul style="list-style-type: none"> • Inter-Creditor Agreements <p>Case studies</p>		3	
3.	<p>Security</p> <ul style="list-style-type: none"> • Securities in Project Finance – overview • Security Documents • Security Creation and Perfection <p>Case studies</p>	3		4
4.	<p>Project Finance Issues</p> <ul style="list-style-type: none"> • Sub-debt • Legal Opinions • ‘Material Adverse Change’ and other market clauses • External Commercial Borrowings <p>Case studies</p>	4		4
	Total	14	14	

Evaluation criteria

- Class Participation 10 %
- Essay 25%
- Presentations 25%
- Major Exam 40%

Learning outcomes

At the end of the course it is expected that the students will:

1. Understand the legal basis and methods for project financing of infrastructure projects in India.
2. Gain knowledge and understanding of international project finance methodologies and issues, as relevant in the Indian context.
3. Understand the role of various players involved in a project finance transaction, the unique risks of a project finance transaction and ways and means to address such risk through the project finance documentation.

4. Apply the knowledge gained in professional practice.
<p>Pedagogical approach</p> <p>A combination of lecture based and tutorial based learning would be used. Case studies/sample documents would be used for initiating discussions on specific aspects of the Course.</p>
<p>Materials</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Joshi, Piyush (2003), <i>Law Relating to Infrastructure Projects</i>, 2nd Edn, New Delhi: Butterworths. 2. Hoffman, Scott L. (2007), <i>The Law and Business of International Project Finance</i>, 3rd Edition, Cambridge: Cambridge University Press. 3. Vinter, Graham (2013) <i>Project Finance</i>, 4th Edition, London: Sweet and Maxwell. 4. Dewar, John (2015) <i>International Project Finance: Law and Practice</i>, 2nd Edition, Oxford: Oxford University Press 5. Reserve Bank of India (RBI) Master Circulars 6. Indian Banks Associations (IBA) – standard drafts of lending documents.
<p>Additional information (if any)</p> <p>Students will be provided with hard copies of sample project and credit documents/clauses from time to time.</p>
<p>Student responsibilities</p> <p>Students are expected to come prepared with readings and actively participate in the discussions. Students are expected to have basic understanding of the Contract Law and Transfer of Property Law.</p>

Course reviewers

4. Mr. Sumanto Basu, Partner, J Sagar Associates, New Delhi
5. Mr. Kumarjit Ray, Assistant Professor, NUJS, Kolkata

Course title: International Environmental Law			
Course code MPL 152	No. of credits: 3	L-T-P distribution: 34-8-0	Learning hours: 42
Pre-requisite course code and title (if any): Environmental Law and Policy (NRE 155/MPL			

155)				
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)			
Course coordinator (s)	Course instructor (s)			
Contact details				
Course type	Core			
Course offered in	Semester 2			
Course Description				
<p>With the environmental issues moving to the centre-stage of international relations, International Environmental Law (IEL) has emerged as a well-established branch of International Law. The development of IEL has huge implications for countries like India that is in the process of development. In this context, this course is an attempt to study the development, actors and coverage of IEL. An attempt is also made to map the linkages of IEL with other areas of law. The foundational course on <i>Environmental Law and Policy</i> offered in the first semester would help in making the linkages between IEL and national environmental laws. The critical understanding of International Law gained in the <i>Law and Justice in a Globalizing World</i> course would help in appreciating the concerns of the developing world.</p>				
Course objectives				
<ol style="list-style-type: none"> 1. To analyse the historical foundations of IEL and the general principles around which it is built. 2. To understand the international legal regime on protection of environment and its linkages with other branches of International Law. 3. To critically analyse the compliance and dispute settlement mechanisms adopted and their effectiveness. 				
Course content	L	T	P	
Module 1: Introduction	8	2	0	
Emergence of global environmental consciousness – Environmental protection in oriental civilisations				
Influence of other disciplines: Science and Economics				
History of IEL: From early fisheries conventions to Rio Conference and beyond. <i>Bering Sea</i> and <i>Trail Smelter Arbitrations</i>				
Actors: States, International and Regional Organizations, Non-state actors (NGOs, Scientific Community, Corporates, Media etc.)				

General Principles: Sovereign Rights over Natural Resources, Preventive action, Precautionary Principle, Polluter Pays Principle, Sustainable Development, Common but Differentiated Responsibility.			
Developing Countries and IEL			
Module 2: Substantive regulation	12	4	0
Protection of environmental media: Atmosphere, Land Resources, Forests, Biological Diversity, Freshwater resources, Oceans, seas and marine resources. Regulation of processes and activities: Biotechnology, Toxic chemicals, agricultural products, Waste,			
Module 3: State Responsibility, Compliance and Liability	8	1	0
State Responsibility, ILC Draft Articles, Implementation, Enforcement, Conflict Resolution. Role of Treaty Secretariats Liability			
Module 4: Linkages with other areas of International Law	6	1	0
Trade Law: WTO, RTAs, Investment Law: BITs, Human Rights and Environmental protection			
Total	34	8	0
Evaluation criteria			
<ul style="list-style-type: none"> • Class participation : 10 • Term Paper : 25 • Presentations : 25 • Major Test : 40 			
Learning outcomes			
By the end of the course, it is expected that the students will be able to:			
1. Appreciate the relevance and importance of international legal instruments in addressing global environmental concerns.			
2. Critique IEL from a developing country perspective.			
3. Be familiar with the dispute settlement mechanisms used to settle international environmental disputes.			
Pedagogical approach			
Predominantly based on classroom teaching. In addition, role play and moot courts will be used. A			

lot of emphasis will be given on self-study. For this, study materials for each module will be circulated in advance.

Materials

Suggested Readings

Books:

1. Sands, Philippe *et.al.* (2012), *Principles of International Environmental Law*, Third Edition, Cambridge: Cambridge University Press.
2. Birnie, Patricia and Boyle, Alan (2004), *International Law and the Environment*, Oxford: Oxford University Press.
3. Fitzmaurice, M. A. (2001), “International Protection of the Environment”, *Recueil Des Cours Collected Courses*, Vol 293. The Hague: Hague Academy of International Law.
4. Bowman , Michael , Davies, Peter and Redgwell, Catherine (2010), *Lyster’s International Wildlife Law*, Second Edition, Cambridge: Cambridge University Press.
5. Desai, Bharat (2003), *Institutionalizing International Environmental Law*, New York: Transnational Publishers.
6. Bilder, Richard B. (1975), “The Settlement of Disputes in the Field of the International Law of the Environment”, *Recueil Des Cours Collected Courses*, Vol 139, The Hague: Hague Academy of International Law.
7. Schrijver, Nico (2003), “The Evolution of Sustainable Development in International Law: Inception, Meaning and Status”, *Recueil Des Cours Collected Courses*, Vol 309, The Hague: Hague Academy of International Law.
8. P. W. Birnie, and A. Boyle(eds) (1995), *Basic Documents on International Law and the Environment*, Oxford: Oxford University Press.

Articles:

1. Sohn, Louis B. (1973), “The Stockholm Declaration on the Human Environment”, *Harvard International Law Journal*, 14: 423-515.
2. Bodansky, Daniel (1993), “The United Nations Framework Convention on Climate Change: A Commentary”, *The Yale Journal of International Law*, 18 (2): 451-558.
3. Sands, Philippe (1993), “International Law on Sustainable Development”, *British Yearbook of International Law*.
4. Schacter, Oscar (1991), “Development of International Environmental Law”, *Journal of International Affairs*, 44 (2): 457-493.
5. Henne, Gudrun and Fakir, Saliem (1999), “The Regime Building of the Convention on Biological Diversity on the Road to Nairobi”, *Max Planck UNYB* 3: 315-361.
6. Sadat, Anwar (2009), “Strengths and Limitations of the Kyoto Protocol: Compliance Mechanisms”, *Indian Journal of International Law*, 49 (2): 510-533.

Additional information (if any)

Student responsibilities

Course title : Legal Aspects of Bidding and PPP				
Course code : MPL 148	No. of credits : 2	L-T-P distribution : 14-14	Learning hours : 28	
Pre-requisite course code and title (if any) :				
Faculty :		Department Policy Studies		
Course coordinator (s) : Dr. M P Ram Mohan		Course instructor (s) : Sakya Singha Chaudhuri		
Contact details : sakya.chaudhuri@hsalegal.com				
Course type		Core		
Course offered in		Semester 2		
Course Description:				
The course is designed to introduce students to the basic legal concepts of competitive bidding and PPP projects. It will also identify the financial and other risks related to bidding and PPP projects as well as challenges in execution of such contracts.				
Course objectives :				
<ol style="list-style-type: none"> 1. Apprise students about the basic principles of competitive bidding and PPP projects 2. Discuss the risks and benefits associated with bidding / PPP projects 3. Case law studies on important issues related to bidding / PPP projects 4. Discuss role of governments & regulators 				
Course Contents:				
Module	Topic	L	T	P
1.	Introduction to Competitive bidding Understanding the concept of bidding, basic rules applicable to bidding, its merits and demerits, Bidding vs Bilateral Contracts Case discussion	3	4	

2.	<p>Risks associated with bidding and execution of contracts</p> <p>Introduction to assessment of risks for purposes of bidding, risks related to execution of contracts, challenges in long term contracts – how to address changes and alterations in circumstances; change in law and force majeure clauses, termination and step in rights; dispute resolution</p> <p>Case study: Review of bid documents for different projects</p>	3	4	
3	<p>Introduction to PPP projects</p> <p>Understanding the concept of PPP projects, its merits and demerits, Role and duty of PPP developers, applicability of RTI Act, Financing models for PPP projects</p> <p>Case discussion</p>	3	4	
4	<p>Role of government and regulators</p> <p>Role of governments, courts and regulatory bodies in relation to PPP projects – risk of governmental and judicial interventions</p> <p>Case discussion</p>	3	4	
Total		12	16	0
Evaluation procedure :				
Weightage (%)				
<ul style="list-style-type: none"> • Class participation : 10 • Term Paper : 25 • Presentation : 25 • Final examination : 40 				
Learning outcomes :				
<p>5. Able to understand legal issues related to competitive bidding & PPP projects</p> <p>6. Appreciate business and regulatory risks related to PPP and infrastructure projects</p>				

<p>Pedagogical approach :</p> <p>The course will be taught through interactive sessions with reference to case laws and materials for understanding the legal issues related to infrastructure and PPP projects.</p>
<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Report of the Committee on Revisiting & Revitalizing the Public Private Partnership Model of Infrastructure (Kelkar Committee Report), November 2015 2. Public Private Partnership Projects in India: Compendium of Case Studies, June 2015 3. Public Private Partnerships (ppp) in Infrastructure Projects - Public Auditing Guidelines, Comptroller & Auditor General of India, 2009
<p>Additional information (if any) :</p>
<p>Student responsibilities :</p> <p>Attendance: At-least 75% attendance will be necessary to be able to appear for the final exam.</p>

Course Reviewers:

1. Shri C S Vaidyanathan, Sr. Advocate, Supreme Court of India
2. Dr. Rajesh Babu, Associate Professor, Public Policy and Management, Indian Institute of Management, Calcutta.

Mining and Mineral Laws

Course title: Mining and Mineral Laws			
Course code MPL 154	No. of credits: 2	L-T-P distribution: 10-18-0	Learning hours: 28
Pre-requisite course code and title (if any): None			
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) Dr. M P Ram Mohan	Course instructor (s) Dr. M P Ram Mohan		
Contact details mprammohan@teriuniversity.ac.in			
Course type	Core		
Course offered in	Semester 2		
Course Description			
Minerals play a significant role in the economic development of a state. Therefore the state			

has a larger role in regulating the extraction of minerals, which is particularly important for developing countries. Broadly there are three phases in the nature of policies and regulation of the mining sector in developing countries. First, the colonial policies on mining, which favoured private companies from the colonial state. Second, post-World War II policies, which were adopted by most states of the Asia and Africa after their independence in a trend of nationalisation and the involvement of State Owned Enterprises. Third, post globalization neoliberal policies, which aimed at attracting foreign direct investment in the sector. Presently, India, a state rich in minerals, has a federal set-up for regulation of mining and minerals. Its regulatory structure and trajectory closely resembles to that of other developing countries. This course examines the laws and policies relating to the mining sector in India. Since mining is an activity that has externalities, mining law does not stand in neglect of issues relating to environment and tribal rights, setting an epistemological connection between mining law and law relating to environment and tribal rights. Hence the course has a substantial scope for critically understanding such issues.

Course objectives

The course aims to:

1. provide an overview of the legal and policy framework on the mining sector in India
2. understand the causal forces which have been transforming the laws and policies on the sector
3. survey and appraise the major reformative efforts in the sector
4. analyse the impact of mining on the environment and tribal rights and the possibilities of legislation/regulation/policy on mining and minerals in mitigating the externalities caused to environment.
5. provide the participants an inside-out view by familiarizing them with decision-making, enforcement, and dispute settlement/avoidance.

Course content	L	T	P
Module 1: Introduction and Legal Framework	4		
An introduction to the mining sector in India Allocation of jurisdiction over minerals and mines under the Constitution Minor minerals and other minerals An overview of Policies: National Mineral Policy, 1993; National Mineral Policy, 2008; National Mineral and Exploration Policy, 2016. Overview of laws: Indian Mines Act, 1952; Mines and Minerals (Development and Regulation) Act, 1957; Atomic Energy Act, 1962; Oilfields (Regulation and Development) Act, 1948 Proprietary rights over minerals: Articles 294 and 297			

Coal Nationalisation laws			
Module 2: Laws relating to Prospecting and Mining	2	4	
Mines and Minerals (Development and Regulation) Act, 1957; Mineral Concession Rules, 1960; Mineral Conservation and Development Rules (MCDR) 1988 Powers of Central and State Governments; Reconnaissance permit, Prospecting and Mining licenses/lease, Composite License: Duration, termination etc. Method of grant of license: Auctions Amendments to the MMDR Act Captive mines Royalty: Different types: Unit based, ad valorem, share of profit Character and legal nature: Whether tax or not. 2015 Amendments: District Mineral Foundation, National Mineral Exploration Trust Role of Indian Bureau of Mines, State Departments of Mines and Geology			
Module 3: Mining and Environmental Issues	2	6	
Environmental laws and their applicability to the mining sector, Water and Air Pollution, EIA, Forest and Wildlife Clearance Illegal Mines: Justice Shah Commission Report on Illegal Mining in the State of Goa Role of NGT Sustainable Development Framework, Sustainable mining Initiative			
Module 4: Mining and Laws relating to Scheduled Areas and Tribal Rights	2	2	
Article 244, Schedule V and VI Areas, Restriction on Transfer of Land Panchayats (Extension to Scheduled Areas) Act, 1996 Impact of 2015 Amendments FRA			
Module 5: Conflicts and local communities		6	
Causes, Role of governments, civil society organisations, courts Case studies			

Total	10	18	
Evaluation criteria			
• Class participation	: 10		
• Assignment	: 25		
• Presentations	: 25		
• Major Test	: 40		
Learning outcomes			
The course will provide the students:			
1. familiarity with the normative legal framework on mining in India			
2. the ability to appreciate policy-shifts and policy-decisions on mining in India			
3. knowledge on dispute settlement in the mining sector and ability to imagine dispute avoidance in the sector			
4. ability to understand externalities cost and propose solutions, particularly in the context externalities of mining like environmental damage and threat to the life and livelihood of tribal population			
Pedagogical approach			
Lectures and discussions will be the prominent mode of teaching. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.			
Materials			
Suggested Readings			
Cases:			
1. <i>Thresiamma Jacob v. Geologist, Department of Mines and Geology</i> (2013)			
2. <i>In re: Natural Resources Allocation</i> (2012)			
3. <i>Manohar Lal Sharma v. Principal Secretary</i> (2014)			
4. <i>India Cement Ltd. v. State of Tamil Nadu</i> (1990)			
5. <i>State of West Bengal v. Kesoram Ltd.</i> (2004)			
6. <i>Mineral Area Development Authority v. Steel Authority of India</i> (2011).			
7. <i>Goa Foundation v. Union of India</i> (2014)			
8. <i>Samatha v. State of Andhra Pradesh</i> (1997)			
Books and Articles			

<ol style="list-style-type: none"> 1. Seth, D. D. (2012), <i>Encyclopaedia of Mining Laws</i>, Fifth Edition, Lucknow: Eastern Book Company. 2. Khanna, Arpita A. (2013), “Governance in Coal Mining: Issues and Challenges”, <i>TERI – NFA Working Paper</i>, New Delhi: TERI. 3. Szablowski, David (2007), <i>Transnational Law and Local Struggles: Mining Communities and the World Bank</i>, Oxford: Hart Publishing. 4. ISID (2012), <i>Sustainable Development: Emerging Issues in India’s Mineral Sector</i>, New Delhi: Planning Commission. 5. Sreejith, S. G. (2015), “Vedanta and the philosophy of international law: From human sociality to a human reality”, <i>Indian Journal of International Law</i>, 55 (1): 3-38.

Additional information (if any)

Student responsibilities

Course Reviewers

1. Dr. S. G. Sreejith, Associate Professor, Jindal Global Law School, Sonapat.
2. Dr. Nupur Chowdhury, Center for Law and Governance, Jawaharlal Nehru University, New Delhi.

Course title: Telecommunications Law			
Course code MPL 161	No. of credits: 2	L-T-P distribution: 12-16-0	Learning hours: 28
Pre-requisite course code and title (if any): None			
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)		
Course coordinator (s) S. B. Amrithnath	Course instructor (s) S. B. Amrithnath		
Contact details amrith.sb@teriuniversity.ac.in			
Course type	Elective		
Course offered in	Semester 2		
Course Description			
<p>Telecommunication is a key infrastructure for economic and industrial development. The reforms carried out in the sector, including the entry of private operators, have resulted in unprecedented growth in the sector. This course is an attempt to look at the telecommunication laws and policies in India. As the distinction between telecommunication and broadcasting technologies are getting blurred with the convergence of technologies, this course also takes a look at the broadcasting laws.</p>			

Course objectives			
<p>1. To understand the legal framework for telecommunications in India.</p> <p>2. To critically analyse the regulatory structure and various regulatory agencies in the telecommunication sector.</p> <p>3. To understand the legal issues involved in the broadcasting sector.</p>			
Course content	L	T	P
Module 1: Introduction	4		
<p>Telecommunication Networks and Technological developments: Network scenario: Fixed, Mobile and Internet/Broadband networks, Convergence</p> <p>History of regulation in India</p> <p>Telegraph Act, 1885: Legislative history, definition of telegraph, Government's power.</p> <p>The Indian Wireless Telegraphy Act, 1933</p> <p>Reforms in the sector: National Telecom Policy, 1994; New Telecom Policy, 1999; National Telecom Policy, 2012</p> <p>Broadband Policy, 2004</p>			
Module 2: Regulatory Framework on Telecommunications	4	6	
<p>Governing Legislation: Telegraph Act, 1885, The Telecom Regulatory Authority of India Act, 1997, 2000 Amendments.</p> <p>Key Regulatory and Policy Making Agencies:</p> <p>Department of Telecommunications: Role and Functions, Licensing, Spectrum Allocation, Universal Service Obligation Fund</p> <p>Telecom Regulatory Authority of India: Composition, Role and Functions, Recommendatory and Regulatory Powers</p> <p>Key TRAI Regulations: Interconnection, Tariffs, Quality of Service, Number Portability, Radiation and Safety Issues, Accessibility, Net Neutrality</p>			
Module 3: Consumer Protection and Competition Policy	2	5	
<p>Different types of disputes, Provisions under the Telegraph Act, 1885; Role of TDSAT under TRAI Act; Role of TRAI and the regulations for Consumer Protection, Role of Consumer Courts</p> <p>Competition Policy and Telecom sector.</p>			
Module 4: Broadcasting and Cable Regulation	2	5	

Legal issues relating to right to broadcast – powers of Ministry of Information and Broadcasting, TRAI Self-regulation			
Total	12	16	
Evaluation criteria			
<ul style="list-style-type: none"> • Class participation : 10 • Term Paper : 25 • Presentations : 25 • Major Test : 40 			
Pedagogical approach			
<p>A mixture of lecture and discussion methods will be adopted. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.</p>			
Materials			
Suggested Readings			
<ol style="list-style-type: none"> 1. Raghavan, Vikram (2007), <i>Communications Law in India</i>, New Delhi: LexisNexis Butterworths. 2. Bajpai, Manjul (2008), “Telecom Law and Telecom Dispute Settlement Mechanism in India - A Bird's Eye View”, http://tdsat.nic.in/New%20Compendium19.11.2008/roman_V_1/Manjul_1-36.pdf 3. Prasad, Rohit and Sridhar, V. (2008), “A Critique of Spectrum Management in India”, <i>Economic and Political Weekly</i>, 43 (38): 13-17. 4. Chowdary, T. H. (2000), “For an Independent and Effective Telecom Regulator”, <i>Economic and Political Weekly</i>, 35 (19): 1599-1601. 5. Chowdary, T. H. (2000), “Telecom Regulation and Consumer Welfare”, <i>Economic and Political Weekly</i>, 37 (43): 4354-4356. 6. Consultation Papers issued by TRAI from time to time on various issues 			
Additional information (if any)			
Student responsibilities			

Course title: Business and Taxation Laws

Course code MPL 142	No. of credits 3	L-T-P distribution: 18-24-0	Learning hours: 42			
Pre-requisite course code and title (if any)						
Faculty	Department of Policy Studies (Centre for Postgraduate Legal Studies)					
Course coordinator (s) Dr. Gaurav	Course instructor (s) Dr. Gaurav					
Contact details gaurav@teriuniversity.ac.in						
Course type	Core					
Course offered in	Semester 2					
Course Description This course introduces the laws relating to Business and Taxation Laws with respect to infrastructure sector. It aims at providing the students comprehensive information about the formation of a company, and the legal issues involved its operation and management.						
Course objectives 1. To introduce various forms of business structures that are possible in infrastructure projects 2. To examine competition law and laws relating to taxation with respect to specific sectors of Infrastructure 3. To analyse specific infrastructure projects through case studies						
Course content				L	T	P
Module 1: Business law and kinds of infrastructure projects Different forms of legal association Companies Act 2013; types of companies under Companies Act Legal provisions relating to Incorporation, Management and Winding up SPV; Joint Ventures, Public Private Partnership Models (PPP), Management Contract etc.				6	4	
Module 2: Competition Law Competition Act, 2002: Anticompetitive agreements; Abuse of dominance; Combinations CCI; Role of sectoral regulators				4		

Case studies			
Module 3: <i>Taxation Laws under Infrastructure Sector</i>	8	4	
Income Tax; Manner & Procedure of Charging from Different Modules of Infrastructure under Income Tax Act, 1961 as per there income earning capacities. Stamp Duty; Manner & Procedure of Charging from Different Modules of Infrastructure under the Indian Stamp Act, 1899; Works & Contract Tax; on different Modules of Infrastructure as per the terms & conditions decided between the parties. Sales Tax; Depending upon the nature of transactions by Different Modules of Infrastructure. Excise Duty; As Applicable on Different Modules of Infrastructure Custom Duty; As Applicable with the rules & regulations of working of Different Modules of Infrastructure.			
Module 4: <i>Infrastructure projects and case studies</i>			
Airports		4	
Roads and National Highways		4	
Railways		4	
Ports and shipping (The discussions will be around the topics covered in Modules 1, 2 and 3).		4	
Total	18	24	
Evaluation criteria			
• Class participation	: 10		
• Term Paper	: 25		
• Presentation	: 25		
• Final examination	: 40		
Learning outcomes			

<p>By the end of the course, it is expected that the students will:</p> <ol style="list-style-type: none"> 1. Be able to grasp the nature of and forms of companies incorporated and competition issues in the infrastructure sector 2. Be able to analyse various taxation laws applicable to the infrastructure sector. 3. Have a comprehensive understanding of how firms operating in the specific infrastructure sectors are legally organised and managed.
<p>Pedagogical approach</p> <p>A mixture of lecture and discussion methods will be adopted. The topics under each module will be introduced through an introductory lecture, followed by discussions by students. Students are expected to come prepared and initiate discussions on topics that have been assigned beforehand.</p>
<p>Materials</p> <p><i>Statutes:</i></p> <p>Airport Authority of India Act, 1994. Aircraft Act, 1934 National Highways Act, 1956 National Highways Authority of India Act, 1988 Indian Railways Act, 2012 Indian Companies Act, 2013 Income Tax Act, 1961</p> <p><i>Books:</i></p> <ol style="list-style-type: none"> 1. Joshi, Piyush (2003), <i>Laws Relating to Infrastructure Projects</i>, Second edition, New Delhi: LexisNexis Buterworths. 2. Datar, Aravind P. and Balasubramanian S. (2014), <i>Ramaiya's Guide to the Companies Act</i>, Eighteenth Edition, New Delhi: LexisNexis. 3. Furse, Mark (2008), <i>Competition Law of the EC and the UK</i>, Sixth Edition, Oxford: Oxford University Press. 4. Ramappa, A. (2006), <i>Competition Law in India</i>, New Delhi: Oxford University Press. 5. Majumdar, A. K., Kapoor, G.K. and Dhamija, Sanjay (2014), <i>Company Law and Practice</i>, New Delhi: Taxmann Publication. 6. Singhanian, Dr. V. & Singhanian, Dr. K. (2016), <i>Direct Taxes, Law and Practice</i>, Fifty Sixth edition, New Delhi: Taxmann Publication.
<p>Additional information (if any)</p>
<p>Student responsibilities</p>

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Course Reviewers

1. Prof. Bindu Ronald, Professor, Symbiosis Law School, Pune.
2. Dr. Lovely Dasgupta, Assistant Professor, West Bengal National University of Juridical Sciences, Kolkata.

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