

**JK LAKSHMIPAT UNIVERSITY  
INSTITUTE OF MANAGEMENT**

**Minutes of Meeting of Board of Studies Held on May 19, 2018**

Honorable Vice Chancellor, Dr. R. L. Raina welcomed the members of BoS of Management and Engineering and shared the development that had taken place since the last BoS held in March 18, 2017 and August 06, 2017 respectively. He briefed the members about setting up of Academic Advisory Board with experts from Academia and Industry; establishment of Department of 'Science and liberal Arts', Center for Communication and Critical Thinking, Center for Entrepreneurship and Innovation, and new international linkages like Olin College, USA; Coventry university, UK, University of Amsterdam, Holland, etc. He also briefed the members about the changes that were being introduced in the curriculum, in the content, delivery and assessment across various programs, with emphasis on interdisciplinary inputs, personality and professional development, problem based and experiential learning.

The sixth meeting of Board of Studies (BoS) of IM, JKL U was held on May 19, 2018 at MDC Room No.2 at 11:00 AM.

**Members Present:**

1. Dr. Manoj Kumar Bhatia
2. Dr. Vinod Dumblekar (External)
3. Mr. Amarjeet Singh Atthwal (External)
4. Mr. Sovan Biswas (External)
5. Dr. Kapil Arora
6. Dr. Yugal Nauhria
7. Dr. Upasana Singh
8. Dr. Sheetal Mundra
9. Dr. Punam Mishra
10. Dr. Kirti Jainani

Dr. Manoj Kumar Bhatia, AD-IM, welcomed the members and shared his vision and goal of taking Institute of Management, JKL U forward. He also introduced Dr. Yugal Nauhria, Associate Professor-IM, as a new member to the board.

**Leave of absence was granted to the following members:**

1. Dr. Santosh Ragnekar
2. Dr. Yogeshwari Phatak
3. Dr. Amit Mukherjee
4. Dr. Mala Srivastava
5. Dr. Subir K. Ghosh
6. Mr. Dharmendra Singh
7. Dr. Harsh Dwivedi
8. Mr. Viresh Mathur



9. Dr. Kuldeep Kumar
10. Dr. Ashwini Sharma (on leave due to an emergency in family)
11. Dr. Lokanath Mishra (on duty leave)
12. Dr. Richa Mishra (on duty leave)
13. Dr. Ganesh Dash (on sick leave)
14. Dr. Vaibhav Kaushik (on leave to attend conference)
15. Dr. Rakhi Arora (on duty leave)

Minutes of previous meeting were approved by the members. The draft syllabi of newly introduced programme Pinnacle MBA (Batch 2018-20); BBA (Batch 2018-21) and B.Com. (Hons) (Batch 2018-21) prepared by the Faculty Council and Experts were tabled for discussion.

### **Pinnacle MBA Programme**

1. The board members were informed about the redesigning of MBA programme to Pinnacle MBA and were updated about the major changes that were brought out in the Curriculum. The board members appreciated the work of Faculty Council in bringing about this transformation.
2. AD-IM shared the guiding principles followed while designing the curriculum for Pinnacle MBA Programme. The details are enclosed as Annexure-2. It was informed to the members that the Pinnacle MBA Programme shall be a two-year, six trimester programme in place of existing semester system.
3. The main highlights of the programme were further discussed and deliberated upon. It was shared that the aim of this programme is to make students life ready by way of project-based, experiential and blended learning with an exposure to multiple perspectives.
4. The Board appreciated the idea of introducing courses that will be offered in blended learning mode through MOOCs and at the same time insisted that moderation must be done carefully by on-site faculty.
5. Mr. Dumblekar suggested that the contents of the course on Strategy should be business-oriented rather than management-oriented and students should be able to develop a firm understanding of the cash-perspective.
6. Board members expressed their concerns regarding titles of certain courses, such as Introduction to HR/Marketing/Operations and suggested that the word Introduction may be dropped.
7. Mr. Atthwal suggested adding "Employee Engagement" as a topic to be covered in the course on Human Resources. He further added that topics, such as HR policies, Reward Management and Retention should also be added.
8. In the course titled "Security Analysis and Portfolio Management", it was suggested to add strategies of some of the Indian Master Investors.
9. Mr. Dumblekar pointed out that an element of Project Management was missing from the curriculum. AD-IM assured that students will learn Project Management techniques through practical problems.



### **BBA and B.Com (Hons.) Programme**

1. Curriculum and detailed syllabi for BBA and B.Com (Hons.) (Batches 2018-21) were tabled and recommended to be approved.
2. Two new specializations in BBA programme were proposed to be introduced from Academic Year 2018-19. These were BBA (Entrepreneurship) and BBA (Accounting & Finance). The curriculum for both the programmes were tabled and recommended to be approved.
3. 2 Electives were proposed to offer during the academic year 2018-19 as follows:
  - a. Swachh Bharat Abhiyaan: Having weightage of 2 credits for as additional to be offered to the students for their social activities. The details are enclosed as Annexure-2.
  - b. Course on Entrepreneurship (Basic & Advance) with weightage of 3 credits each to be offered to the students in their 3<sup>rd</sup> & 4<sup>th</sup> Sem. respectively. The details are enclosed as Annexure-2.



**Guiding Principles for Pinnacle MBA:**

1. Tightly linked to what is needed
2. Trimester System having 6 terms- 30 hour courses, each course of 3 credits
3. In a term max of 20 credit of taught courses(Welcome to add on)
4. Project/Studio/Star-up is the part of course curriculum
5. Moocs courses will be offered beyond course curriculum if required(Optional)
6. Management Practices
7. Independent Study
8. Perspective Courses

The above guiding principles are kept in mind while designing the Pinnacle MBA curriculum in consultation with faculty from IIMs (IIM-Udaipur) and industry held during last 4 months.

This is in accordance with the following critical skills which are need of the industry in 2020 designed and recommended by World Economic Forum in their latest report.

Sr. No.	Skills
1.	Complex Problem Solving
2	Critical Thinking
3	Creativity
4	People Management
5	Coordinating with Others
6	Emotional Intelligence
7	Judgement and Decision Making
8	Service Orientation
9	Negotiation
10	Cognitive Flexibility





## IEC Activities

### Awareness Campaigns

- Number of awareness drives conducted
- Number of people sensitized
- Number of hours spent

### Nukkad Nataks/ Street Plays, Swachhata related folk song and

- Number of Performances conducted
- Number of people sensitized
- Number of hours spent

### Swachhata Melas

- Number of Melas organized
- Number of people attendees
- Number of hours spent

### Door-to-door visits

- Number of households visited conducted
- Number of people sensitized
- Number of hours spent

### Conducting village/ school level rallies





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## Solid Waste Management

### Waste Collection Drives

- Number of households / public spaces waste collected from
- Number of people who participated
- Number of hours spent

### Segregation of solid waste

- Number of segregation demonstrations undertaken
- Total Number of people who attended
- Number of hours spent

### Development of Compost Pits

- Number of pits dug along with community participation
- Number of community people participated
- Number of hours spent

### Transportation of household waste (to appropriate disposal :

- Number of households covered
- Number of village people involved
- Number of hours spent

### Helping Panchayat draw up biogas plant plans





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## Support in Toilet Construction

### Helping in construction of toilets

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- Number of toilet pits dug
- Number of beneficiaries
- Number of hours spent



/Semester	Term 1		Term 2		Term 3		Term 4		Term 5		Term 6	
Inded Learning	Fundamentals of Marketing	4			Operations Management	4						
	Fundamentals of Financial Accounting	3	Fundamentals of Corporate Finance	3								
Management (Core Courses)	Accounting for Decision Making-I	1	Marketing Research	2	HRM	3	Sales & Channel Management	4				
	Strategy	3	Data Analysis for Decisions	3	Digital Marketing & Communication	3	Accounting for Decision Making-II	1	Organization Culture & Change	3		
Management (Electives)												
							Elective-I (SCM/SAPM)	3	Elective-II (Managing Social & Human Capital/Financial Markets, Institutions, Instruments & Services (MIS))	3	Elective-III (SAPM/Business Analytics/Strategy-II/HR)	3
Workshops			Media & Public Relations	1	Transactional Analysis	1	Taxation	1	Legal Aspects of Business	1		
			Sales Promotion	1					Psychometric Assessments	1	International Finance	1
Perspective							Agency Mgmt.	1			Branding Collateral Creation	1
			Design Thinking	1.5	Tech for Business	3	TBD	3	TBD	3	TBD	3
MOOCs/Mgmt. Practice/Action Learning In Entrep./Independent Study							Public Policy/CSR/Economics/Ethics/Sports Mgt./Celebrity Mgt./Event/Media/Crisis/Sociology/Arts/History/Cross-Culture/Readings/Know Your Country/Entrepreneurship/Architecture/Mythology & Indian Scriptures/Design & Craft/Environment/Sustainability/Geo-Politics/Happiness/Positive Psychology/Poetry					
Studio	Product Launch	3	Market Study	3	Problem Idea & Concept Testing	3	Prototype & Pilot	3	Business Plan	3	Funding & Launch	3
Personal Growth, Comms, Writing	Leading Self	6	TBD		TBD		TBD		TBD		TBD	
	Comms for Mgrs	6	Written Executive Comms	6	TBD	6	TBD	6	TBD	6	TBD	6
		20		20.5		23		22		20		17



BASIC COURSE IN ENTREPRENEURSHIP (From Idea to Business Model)				
DURATION - CORE Contact hours: 36; FLEX Contact hours: 12 hours; ASSIGNMENTS: 25 hours				
Lesson	Sessions	Session Details / Objectives	Tools/Framework/Expert	Description
GET STARTED	Discover Yourself	• Find your flow	Professor Mihaly Csikszentmihalyi	<b>WHO AM I</b> "An Entrepreneur jumps off a building and builds a plane on the way down – Reid Hoffman" The students' entrepreneurship journey of a thousand miles, starts with a single step i.e., themselves. The session on "Finding Your Flow" will help these students discover their areas of interest and passion, which they can then turn to their advantage in their entrepreneurial journey. The students will be introduced to the principles of Effectuation which will help them come up with a realistic estimate of the resources at their disposal. The students will also be taken through Wadhvani Foundation's SM Entrepreneurial Style quiz. The results of this quiz will reveal the specific entrepreneurial traits that these students display. If faculty chooses, they can select a different tool from the WF SM Entrepreneurial Style Quiz. Each of these unique discoveries or insights into their own capabilities, traits, and resources will help them on their entrepreneurial journey. Their Assignments require students to create their self-evaluation along-with a map of the resources and network available with them. In their next session, they will take the next step, which is to understand that entrepreneurship opportunities come disguised as problems.
		• Effectuation	Professor Sarasvathy	
		• Case Study: Tristan Walker: The extroverted introvert	Stanford Graduate School of Business	
		• Identify your entrepreneurial style	Wadhvani SM Model	
IDEA/PROBLEM	Identify Problems Worth Solving	• What is a business opportunity and how to identify it • Find problems around you that are worth solving • Methods for finding and understanding problems - (Observation, Questioning, DT, Jobs to be done (JTBD) • How to run problem interviews to understand the customer's worldview	Ash Maurya's "Love the Problem"; Professor Clay Christensen's "Jobs-to-be-Done"	<b>LOVE THE PROBLEM</b> "Some people see a problem; an Entrepreneur sees an opportunity - John Macey, CEO WholeFoods" Previously students had discovered their personal attributes and drivers as budding entrepreneurs. Now the students start their entrepreneurship journey by examining potential customer problems and needs in the context of what specific problems they're facing for which they may be willing to pay someone with a good solution, which does that job for them. The methods learned include: The Design Thinking process, JTBD discovery framework, along-with Wadhvani's DISRUPT idea generation method in a practical Get-Out-Of-The-Building (GOOTB) approach to learn the problem. In-Class, Students will learn HOW to build their PROBLEM HYPOTHESES comprising one or two potential customer types. This is supported by their Assignment, which is to GOOTB, so that they can check the validity of their initial problem hypotheses, by speaking with potential customers, using open ended questions, to understand whether the target customer really does have a problem which is worth solving or not. Once the problem is defined and presented clearly, the students go on to forming their venture team. We will also make students aware that the anchor can be Problem/Product/or Customer.
		• Introduction to Design Thinking - Process and Examples	Wadhvani Design Thinking Process	
		• Generate ideas that are potential solutions to the problem identified - DISRUPT	Wadhvani Idea Generation Method: D.I.S.R.U.P.T	
		• GOOTB: Run problem interviews with prospects	Steve Blank	
		• Class Presentation: Present the problem you "love"	Ash Maurya's Interview scripts	
		• Form teams		







MONEY	Revenue Streams	<ul style="list-style-type: none"> <li>Basics of how companies make money</li> <li>Understand income, costs, gross and net margins</li> <li>Identify primary and secondary revenue streams</li> </ul>	Cornell University	<p><b>"MONEY and PEOPLE MAKE THE WORLD GO AROUND"</b></p> <p>With the MVP presentation over, the team starts thinking about how to make a real business out of the MVP.</p> <p>In Class: The students understand the basics of money and finance as related personally and with business; both at company level and their product/service unit level.</p> <p>The essential difference between Price &amp; Value, types of costs and revenue streams and related processes.</p> <p>What are the types of funding available at every stage and how do we pitch the business to our co-founders and first hires and later to various types of investors.</p> <p>However, its people who make or break a venture, which is the next crucial topic to explore ahead.</p>
	Pricing and Costs	<ul style="list-style-type: none"> <li>Value, price, and costs; Different pricing strategies</li> <li>Understand product costs and operations costs; Basics of unit costing</li> </ul>	Ashwath Damodaran NYC, Stern	
	Financing Your New Venture	<ul style="list-style-type: none"> <li>How to finance business ideas</li> <li>Various sources of funds available to an entrepreneur and pros and cons of each</li> <li>What investors expect from you</li> <li>Practice Pitching to Investors and Corporates</li> </ul>	Lets Venture: Series on Funding + Personal Habits of the Millionaire next door The Millionaire Next Door by Thomas J. Stanley and William D. Danko	
TEAM	Team Building	<ul style="list-style-type: none"> <li>Shared Leadership</li> </ul>	Shared Leadership Model: Task/People	<p><b>"A company becomes the people it hires – Vinod Khosla"</b></p> <p>With money matters understood, its time to remember that the essence of LEAN STARTUP is to consciously scale across 3 PHASES – Problem-Solution Fit, Product-Market Fit and Scale. Given that one of the top 5 reasons for failure is team management, it all begins with an Idea, but even the greatest innovators succeeded only because of the combined efforts of their TEAM.</p> <p><b>"Great things in business are done not by one person, but by a great team - Steve Jobs"</b></p> <p>In class, the students learn that apart from the team formation, they will learn how to attract, develop and retain your co-founder, team members, advisors and mentors in the venture.</p> <p>Assignment includes writing up the Role/ID and org structure of your venture. They explore the types of collaboration tools and cloud services, which enable remote working by teams in different locations.</p> <p>The next lesson provides students insights into drivers of customer discovery and validation by understanding of Sales &amp; Channels and what they drive.</p>
		<ul style="list-style-type: none"> <li>Role of a good team in a venture's success; What to look for in a team; How do you ensure there is a good fit? Defining clear roles and responsibilities</li> <li>How to pitch to candidates to join your startup</li> </ul>	Gene Pool Engineering - Khosla Ventures	
		<ul style="list-style-type: none"> <li>Explore collaboration tools and techniques - Brainstorming, Mind mapping, Kanban Board, #Slack</li> </ul>	Kanban Board, Trello, Slack	
MARKETING & SALES	Positioning	<ul style="list-style-type: none"> <li>Understand the difference between product and brand and the link between them</li> </ul>	Marshall McLuhan, Jean Baudrillard	<p><b>"THE MEDIUM IS THE MESSAGE – MARSHALL McLUHAN"</b></p> <p>In the previous lesson, students learned money basics and the all important aspect of inspiring, motivating, hiring, developing and retaining people inside and outside the organization.</p> <p><b>"What is a Brand? A singular idea or concept, inside the mind of a prospect – Al Rise"</b></p> <p>In class, students will learn about WHY customers buy a product or service, how to develop a customer pitch and how a brand is created, then supported with Sales Planning.</p> <p>What are the ways to reach the target customer via channel development, digital and offline marketing and media and their respective budgets and pros and cons?</p> <p>They also understand how to create their venture's webpage and sales focused listening/interpersonal skills.</p> <p>Learn and understand processes such as how to follow up till a sale is concluded and CRM, which requires that sales efforts are measured on a continual basis with tracking metrics.</p> <p>Next they will learn about project management, support functions and statutory compliances</p>
		<ul style="list-style-type: none"> <li>Define the positioning statement for your product/service and how it should translate into what your customers should see about that brand in the marketplace.</li> </ul>	Al Ries & Jack Trout, Zig Ziglar	
	Channels & Strategy	<ul style="list-style-type: none"> <li>Building Digital Presence and leveraging Social media</li> </ul>	Seth Godin	
		<ul style="list-style-type: none"> <li>Creating your company profile page</li> </ul>		
		<ul style="list-style-type: none"> <li>Measuring the effectiveness of selected channels</li> </ul>	Bulls Eye Framework	
		<ul style="list-style-type: none"> <li>Budgeting and planning</li> </ul>	Hubspot Academy	
	Sales Planning	<ul style="list-style-type: none"> <li>Understanding why customers buy and how buying decisions are made; Listening</li> </ul>	Seth Godin	
		<ul style="list-style-type: none"> <li>Sales planning, setting targets</li> </ul>	Accounting Tools	
		<ul style="list-style-type: none"> <li>Unique Sales Proposition (USP); Art of the sales pitch (focus on customers needs, not on product features)</li> </ul>	Stanford Graduate School of Business	
		<ul style="list-style-type: none"> <li>Follow-up and closing a sale; Asking for the sale</li> </ul>	Zig Ziglar	



SUPPORT	Planning & Tracking	• Importance of project management to launch and track progress	PERT/GANTT Chart	"Every venture is also a project." Having learned how to deal with customer facing aspects, now they will learn critical elements of time management,
		• Understanding time management, workflow, and delegation of tasks	PMI.org USA & APM.com UK	workflows, effective Project management tools , people management and delegation techniques, to keep the business on track at all times.
	Business Regulation	• Basics of business regulations of starting and operating a business; Importance of being compliant and keeping proper documentation	Govt. sources for new ventures, schemes for various types of businesses	"Ignorance is not a defense in a court of law" Showstoppers in the form of essential Business Rules & Regulations are covered, so that the formalities and on-going compliances of running businesses will be studied.
		• How to find help to get started	Startup Ecosystem, LinkedIn tools & Steve Blank	The assignment comprises a "who wants to be a millionaire" style quiz to test knowledge and learning. Finally, they learn how to network with and find helpful people, who could help make their idea into venture. Everything they learnt on the course till date, they will showcase in their capstone project to conclude this stage of their entrepreneurial journey, which can continue in the advanced course.
Capstone Project: Present Your BMC (Optional - and MVP)				





Lesson	Session	Session Details / Objectives	Tools/Framework	Description of session/concept/activity
ORIENTATION TO GROWTH	Getting Ready for Growth	<ul style="list-style-type: none"> <li>Why growth stage is different compared to startup phase</li> <li>Why Product-Market fit is not enough</li> <li>Case study</li> <li>To assess readiness for growth</li> <li>To chart a growth path</li> </ul>	<ul style="list-style-type: none"> <li>Growth assessment</li> <li>Ansoff Matrix</li> <li>Adjacency mapping</li> </ul>	<p>"Growth is never by mere chance; it is the result of forces working together," James Cash Penney, Founder of JC Penney</p> <p>Growth is a risky but necessary process for startups to survive. An entrepreneur who understands the risks, and knowingly takes them, will have an opportunity to grow; whereas one who is not willing to take risks will not get the opportunity.</p> <p>The growth assessment tool provides a ready reckoner for the entrepreneur to assess current situation and future possibilities for the startup.</p> <p>The Ansoff matrix is a framework for the entrepreneur to broadly understand the possible growth avenues.</p> <p>The adjacency mapping is a way for the entrepreneur to map out the path to growth.</p> <p>The growth assessment tool allows an entrepreneur to assess the current position and future potential and opportunities for the startup.</p> <p>The Ansoff Matrix provides a quick way to broadly look at growth possibilities and the Adjacency mapping is a tool to map out the path to growth.</p>
	Expanding Customer Base	<ul style="list-style-type: none"> <li>Revisit your business model and develop few variants (more business model types)</li> <li>Identify additional customer segments that your solution can address</li> <li>Evaluate business models for the new customer segments</li> <li>Relook at the Problem Statement (can you expand the scope and scalability of your business by repositioning your problem statement?)</li> <li>Explore additional ways to monetize</li> </ul>	Business model canvas	<p>"Companies that grow for the sake of growth or that expand into areas outside their core business strategy often stumble. On the other hand, companies that build scale for the benefit of their customers and shareholders more often succeed over time." Jamie Dimon, President, and CEO of JPMorgan Chase</p> <p>Broadly, the three ways of growth; penetration, new products and new markets are discussed. This session looks at the ways to implement a growth strategy and its implications on the overall business model.</p> <ul style="list-style-type: none"> <li>Emphasis on old vs new</li> <li>Goal setting - realistic</li> <li>Timelines and milestones</li> <li>Breakeven &amp; profit goals</li> <li>Risks</li> <li>Competitor responses</li> <li>Product line</li> </ul>
TRACTION	Scaling	<ul style="list-style-type: none"> <li>How to gain traction beyond early customers</li> <li>Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction</li> <li>Calculate cost of new customer acquisition</li> <li>Estimate your customer lifetime value (LTV)</li> <li>Identifying waste in your operations and focusing your team on what is important for traction</li> </ul>	<ul style="list-style-type: none"> <li>Unit economics calculator</li> <li>Traction metrics</li> </ul>	<p>"Growing your business without tracking your marketing performance is like driving with both hands over your eyes." - Hiten Shah, Co-founder of KISSmetrics</p> <p>Business traction is evidence that somebody really wants your product or service. It is evidence of business momentum and shows that the business is on its way to have a product delivered, prove the business model, or significantly penetrate the opportunity. The important thing is to define the parameters of traction, and how to measure it. Traction is the result of a satisfactory product market fit.</p>
	Channels and Strategy	<ul style="list-style-type: none"> <li>The Bullseye framework</li> <li>Identify Channels using Bulls Eye Framework</li> <li>Measuring the effectiveness of selected channels</li> <li>Budgeting and planning</li> </ul>	Bulls Eye Framework	<p>The Bullseye Framework is a simple and effective process on how a startup can focus in on the right channels for distribution resulting in a surge of customer acquisition. It is an approach to gain market share by identifying the channels that are going to most efficiently achieve your goals. The Bullseye framework is the appropriate way to prioritize and then do budgeting for channels.</p>



MONEY	Growing Revenues	<ul style="list-style-type: none"> <li>Stabilizing key revenue streams</li> <li>Developing additional revenue streams (licensing, franchising)</li> <li>Exploring new channels and partnerships</li> </ul>		Revenue stream is an important building block of the business model. It encompasses the methods through which money comes into the startup. Revenue streams are characterized by volatility, predictability, risk, and return. The objective of the entrepreneur is to stabilize the key revenue streams, while developing additional ones by exploring new channels and partnerships. Revenue streams need to be defined as clearly as possible. It is not just enough to list the sources of various revenue streams but it is equally important to specify pricing strategy and their projected lifecycles too. The reason for listing in detail is to evaluate whether it is profitable for the startup to opt for a revenue stream or not. The impact of each revenue stream on the other elements of the lean canvas has to be assessed.
	Sales Planning	<ul style="list-style-type: none"> <li>Understanding why customers buy and how buying decisions are made; Listening skills</li> <li>Sales planning, setting targets</li> <li>Unique Sales Proposition (USP); Art of the sales pitch (focus on customers needs, not on product features)</li> </ul>	Sales Planner	Consumer behavior is a complex issue and the entrepreneur must constantly demonstrate empathy for the customer and understand the inner workings of the customer's mind. Engaging the customer gainfully and meaningfully is a
	Strengthening Sales	<ul style="list-style-type: none"> <li>Follow-up and closing a sale; Asking for the sale</li> <li>Building a professional sales team</li> <li>Sales compensation and incentives</li> <li>Sales planning, setting targets</li> </ul>	Sales funnel / AIDA Sales pitch template Financial model template	While starting out the entrepreneur is the one man sales team. With growth, one of the first specializations needed is that of sales. There are various options for building a sales team and circumstances will determine the right approach. Sales are what drives the startup's growth. All other things being equal, more salespeople will result in more sales being generated. So adding sales personnel and improving your existing sales staff are essential parts of growing your company. Integral to putting the team in place is also to put the right compensation and incentive system in place. The corollary to incentives is setting ambitious yet achievable targets.
	Improving Margins	<ul style="list-style-type: none"> <li>Testing price elasticity</li> <li>Optimizing costs and operational expenses</li> <li>Advanced concepts of unit costing</li> </ul>		
	Financial Modeling	<ul style="list-style-type: none"> <li>Financial modeling of your venture's growth</li> <li>Analyzing competitor and peer's financial models</li> </ul>		
SUPPORT	Legal	<ul style="list-style-type: none"> <li>Overview of legal issues and their impact on entrepreneurs</li> <li>Importance of getting professional help (legal and accounting)</li> <li>Importance of being compliant and keeping proper documentation</li> <li>Patents and Intellectual property</li> <li>Trademarks</li> </ul>	Table of regulatory compliances	One of the biggest challenges for startups is legal and regulatory compliances. Large companies can afford to allocate time and resources to ensure adherence to regulatory frameworks, but it needs a larger proportion of attention on the part of entrepreneurs to ensure that they are on the right side of the law. Penalties for non compliance can be very steep and can occasionally be fatal for the startup. It is prudent to engage professionally to take care of compliance related issues. At the same time it is important for entrepreneurs to know details of their compliance related obligations. Intellectual Property is a source of great value and managing it is of utmost importance. The startup up should have a thoughtfully drawn up IP strategy.
	Mentors, Advisors, and Experts	<ul style="list-style-type: none"> <li>The importance of a Mentor and how to find one</li> <li>Role of business advisors and experts for specific targets in your growth plan</li> </ul>		"I didn't go to university or get a degree, but I hired somebody as a mentor – and that I considered my university education" - Chevy Stevens, Bestselling author. All successful entrepreneurs owe at least some of their success to a great support system of mentors and experts. The entrepreneur's grit, knowledge and hard work are not the substitute for the experiential knowledge that comes from mentors. That's what makes mentors and advisors such a crucial part the startup's ecosystem. Surrounding yourself with the right people, at the right time, is important in the startup's journey.



**Academic Year 2018-19 (Annexure-IV)**

Based on the suggestions given by various stakeholders, Program-wise following courses have been introduced and removed/dropped. The details of these courses are given below.

**Courses Introduced**

Program Name	Batch	Code	Subject Name	Credit	Year	Semester	Core/Elective
MBA	2018-20	MA2101	Introduction to Marketing	3	1	1	Core
MBA	2018-20	ST2101	Introduction to Strategy	3	1	1	Core
MBA	2018-20	ED2101	Startup studio: Identifying Business Opportunities	3	1	1	Core
MBA	2018-20	CC2101	The Power of Story Telling	3	1	1	Core
MBA	2018-20	LD2101	Understanding & Leading Self	3	1	1	Core
MBA	2018-20	CC2103	Critical Thought in Communications	3	1	2	Core
MBA	2018-20	CC2102	Design Thinking for Business	3	1	2	Core
MBA	2018-20	ID2111	Foundation of Data Analysis	2	1	2	Core
MBA	2018-20	FA2102	Introduction to Corporate Finance	3	1	2	Core
MBA	2018-20	MA2111	Marketing Research	3	1	2	Core
MBA	2018-20	ED2102	Startup studio: Entrepreneurial Mindset & Leadership	3	1	2	Core
MBA	2018-20	ID2101	Business and Intelligent Machines	3	1	3	Core
MBA	2018-20	PW2101	Capstone-I	2	1	3	Core
MBA	2018-20	ID2112	Data Analysis for Decisions	2	1	3	Core
MBA	2018-20	CC2104	Design & Presentation	2	1	3	Core
MBA	2018-20	MA2102	Digital Marketing	3	1	3	Core
MBA	2018-20	BS2101	Fundamentals of Human Resource Management	3	1	3	Core
MBA	2018-20	MA2103	Introduction to Media & Public Relations	1	1	3	Core



MBA	2018-20	MA2104	Introduction to Sales Promotion	1	1	3	Core
MBA	2018-20	OP2101	Management of Operations & Supply Chains	3	1	3	Core
MBA	2018-20	ED2103	Startup studio: Idea Generation & Business Modeling	3	1	3	Core
MBA	2018-20	LD2102	Values & Leadership	2	1	3	Core
MBA	2018-20	LS2101	A Critical Examination of Ethics & Development	1	1	3	Open Elective
MBA	2018-20	LS2102	Business and Sustainability	1	1	3	Open Elective
MBA	2018-20	EP2101	Essentials of Public Policy & Governance	1	1	3	Open Elective
MBA	2017-19	EP13	Basic Entrepreneurship	3	2	3	Core
MBA	2017-19	MK25	Digital Marketing	3	2	3	Core
MBA	2017-19	ID303	Intelligent Machines (AI, Robotics, IoT)	3	2	3	Core
MBA	2017-19	CCT301	Personal Communication	3	2	3	Core
MBA	2017-19	GN40	Sprints	2	2	4	Core
MBA	2017-19	CCT402	Workplace Communication	2	2	4	Core
MBA	2017-19	OM19	Materials & Inventory Management	3	2	4	Elective
MBA	2017-19	HR08	Organization Development	3	2	4	Elective
MBA	2017-19	OM15	Supply Chain Concepts and Planning	3	2	4	Elective
MBA	2017-19	CCT202	Articulation and Elocution	Audit	2	4	Audit
BBA MBA	2016-19	CCT507	Professional Communication	3	3	5	Core
BBA MBA	2016-19	CCT601	Personal Branding & Workplace Communication	2	3	6	Core
BBA MBA	2016-19	GN40	Sprints	2	3	6	Core
BBA	2017-20	CCT306	Effective Communication Design	3	2	3	Core



BBA	2017-20	MK16	Principles of Marketing	3	2	3	Core
BBA	2017-20	FN27	Banking & Capital Marketing Fundamentals	3	2	3	Elective
BBA	2017-20	EP13	Basic Entrepreneurship	3	2	3	Open Elective
BBA	2017-20	MK25	Digital Marketing	3	2	3	Open Elective
BBA	2017-20	CCT401	Advanced Communication & Interpersonal Dynamics	2	2	4	Core
BBA	2017-20	ID304	Intelligent Automation	2	2	4	Core
BBA	2017-20	FN18	Financial Planning and Wealth Management	3	2	4	Elective
BBA	2017-20	FN19	Investment Planning	3	2	4	Elective
BBA	2017-20	OM19	Materials & Inventory Management	3	2	4	Elective
BBA	2017-20	OM15	Supply Chain Concepts and Planning	3	2	4	Elective
BBA	2017-20	CCT202	Articulation and Elocution	Audit	2	4	Audit
BBA	2018-21	EC09	Business Economics	3	1	1	Core
BBA	2018-21	AC04	Financial Accounting	3	1	1	Core
BBA	2018-21	HR24	Personal Leadership	3	1	1	Core
BBA	2018-21	CCT101	The Power of Story Telling	3	1	1	Core
BBA	2018-21	GN41	Capstone-I	2	1	2	Core
BBA	2018-21	CCT201	Fundamentals of Critical Thinking	2	1	2	Core
BBA	2018-21	CCT202	Articulation and Elocution	Audit	1	2	Audit
B Com H MBA	2016-19	CCT507	Professional Communication	3	3	5	Core
B Com H MBA	2016-19	AC21	GST: Principles and Practices	3	3	6	Core
B Com H MBA	2016-19	CCT601	Personal Branding & Workplace Communication	2	3	6	Core



B Com H MBA	2016-19	GN40	Sprints	2	3	6	Core
B Com H	2017-20	CCT306	Effective Communication Design	3	2	3	Core
B Com H	2017-20	MK16	Principles of Marketing	3	2	3	Core
B Com H	2017-20	FN27	Banking & Capital Marketing Fundamentals	3	2	3	Elective
B Com H	2017-20	EP13	Basic Entrepreneurship	3	2	3	Open Elective
B Com H	2017-20	MK25	Digital Marketing	3	2	3	Open Elective
B Com H	2017-20	CCT401	Advanced Communication & Interpersonal Dynamics	2	2	4	Core
B Com H	2017-20	ID304	Intelligent Automation	2	2	4	Core
B Com H	2017-20	FN18	Financial Planning and Wealth Management	3	2	4	Elective
B Com H	2017-20	FN19	Investment Planning	3	2	4	Elective
B Com H	2017-20	CCT202	Articulation and Elocution	Audit	2	4	Audit

### Courses Dropped

Program Name	Batch	Code	Subject Name	Credit	Year	Semester	Core/Elective
MBA	2017-19	GN04	Entrepreneurship Development	3	2	3	Core
MBA	2017-19	GN21	Business Simulation	1	2	3	Core
MBA	2017-19	GN25	Major Research Project	2	2	3	Core
MBA	2017-19	LS07	Written Communication Skills	1	2	3	Core
MBA	2017-19	FN02	Security Analysis & Portfolio Management	3	2	3	Elective
MBA	2017-19	FN03	Management Of Financial Institutions &	3	2	3	Elective



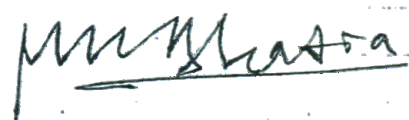
			Services				
MBA	2017-19	GN38	Business Round Table	1	2	4	Core
MBA	2017-19	GN39	Capstone Project	4	2	4	Core
MBA	2017-19	LS11	Campus to Corporate	2	2	4	Core
MBA	2017-19	FN04	International Financial Management	3	2	4	Elective
MBA	2017-19	FN05	Banking and Insurance Management	3	2	4	Elective
MBA	2017-19	HR08	Organizational Development	3	2	4	Elective
MBA	2018-20	AC01	Financial Accounting & Analysis	3	1	1	Core
MBA	2018-20	EC01	Managerial Economics	3	1	1	Core
MBA	2018-20	HR18	Organizational Behaviour - I	3	1	1	Core
MBA	2018-20	HR19	Organizational Behaviour - II	3	1	1	Core
MBA	2018-20	IT01	Information Technology for Managers	3	1	1	Core
MBA	2018-20	LS01	Managerial Communication	3	1	1	Core
MBA	2018-20	MK14	Marketing Management-I	3	1	1	Core
MBA	2018-20	QT01	Statistics for Managers	3	1	1	Core
MBA	2018-20	QT02	Operations Research	3	1	1	Core
MBA	2018-20	AC20	Managerial Accounting	3	1	2	Core
MBA	2018-20	EC08	Macro Economics	3	1	2	Core
MBA	2018-20	FN01	Financial Management	3	1	2	Core
MBA	2018-20	HR02	Human Resource Management	3	1	2	Core
MBA	2018-20	HR22	Managing Self	3	1	2	Core
MBA	2018-20	IT08	Business Analytics	3	1	2	Core
MBA	2018-20	MK15	Marketing Management-II	3	1	2	Core
BBA MBA	2016-19	BBA507	Comprehensive	1	3	5	Core



			Viva				
BBA MBA	2016-19	BBA606	Managing Social Project	4	3	6	Core
BBA MBA	2016-19	BBA607	Comprehensive Viva	1	3	6	Core
BBA	2017-20	GN31	Comprehensive Viva	1	2	3	Core
BBA	2017-20	LS07	Written Communication Skills	1	2	3	Core
BBA	2017-20	MK08	Marketing Process and Elements	3	2	3	Core
BBA	2017-20	GN32	Comprehensive Viva	1	2	4	Core
BBA	2017-20	LS08	Business Etiquettes	1	2	4	Core
BBA	2018-21	EC03	Micro Economics	3	1	1	Core
BBA	2018-21	GN29	Comprehensive Viva	1	1	1	Core
BBA	2018-21	HR10	Introduction to Social Psychology	3	1	1	Core
BBA	2018-21	LS02	English Language Skills	3	1	1	Core
BBA	2018-21	EC04	Macro Economics	3	1	2	Core
BBA	2018-21	GN30	Comprehensive Viva	1	1	2	Core
B Com H MBA	2016-19	BCH602	Computerized Accounting	4	3	6	Core
B Com H MBA	2016-19	BCH608	Indirect Tax Laws and Practice	4	3	6	Core
B Com H	2017-20	AC09	Advanced Cost Accounting	3	2	3	Core
B Com H	2017-20	LS07	Written Communication Skills	1	2	3	Core
B Com H	2017-20	MK08	Marketing Process and Elements	3	2	3	Core
B Com H	2017-20	AC11	Strategic Accounting	3	2	4	Core
B Com H	2017-20	LS08	Business Etiquettes	1	2	4	Core
B Com H	2018-21	EC03	Micro Economics	3	1	1	Core
B Com H	2018-21	LS02	English Language Skills	3	1	1	Core



B Com H	2018-21	QT05	Business Mathematics	3	1	1	Core
B Com H	2018-21	EC04	Macro Economics	3	1	2	Core



**(Dr. Manoj Bhatia)**  
Associate Dean-IM