



JK Lakshmipat University, Jaipur
Institute of Management

Pinnacle MBA (2018-20 Batch)
Course Outlines (**Trimester I/II/III/IV/V/VI**)

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Trimester-I

Course Title: Introduction to Marketing

Course Code: MA2101

Credits: 3

Trimester: I

Course Instructors: Mr. Jishnu Changkakoti and Dr. Punam Mishra

Course Description and Objectives:

This course introduces students to basic marketing concepts bucketed into four main topics -branding, customer-centricity, go-to-market strategies and effective brand communications strategies. The course has two components:

1. Videos introducing the subject from Coursera and The Wharton School. Students desiring to do so can also complete all the online course requirements like quizzes etc. to obtain certification from Wharton.
2. Classroom lectures. These lectures will discuss and expand upon the material in the online videos, and support these with case studies, discussions and a project that will help students obtain a more in-depth understanding of the subject.

Tentative Session Plan

Session No.	Topic	Reading Material	Case Study
1	Building Strong Brands	Videos: Marketing 101: Building Strong Brands I & II. Kotler: Chapter 1	
2	Strategic Marketing	Video: Strategic Marketing. Book: The Discipline of Market Leaders - Treacy & Wiersema	
3	Segmentation, Targeting, Positioning & Brand Mantra - Part I	Videos: Segmenting and Targeting, Positioning, Brand Mantra Kotler: Chapters 9-12	
4	Segmentation, Targeting, Positioning & Brand Mantra - Part II		Clean Edge Razor
5	Brand Elements & Experiential Branding	Video: Experiential Branding	Apple Stores
6	Customer Centricity -	Week 2 videos. <u>Article: Customer-Centered Brand Management - Roland Trust, Zeithaml, Lemon</u>	EMC2: Delivering Customer Centricity

7	Go To Market Strategies	Videos 1-3, Week 3. <u>Article: The Go-To-Market Approach Startups Need to Adopt; The Customer Has Escaped</u>	
8	Customers and Digital Marketing, Influence and How Information Spreads	Videos 8-9.	Managing Online Reviews on Tripadvisor
9	The Long Tail, Preference Isolation, How Internet Retailing Startups Grow	Videos 4-7, Week 3 <u>Original article by Chris Anderson - The Long Tail - https://www.wired.com/2004/10/tail/</u>	
10	Pricing Strategies - Part I	Videos 10-11	Mid-term quiz to be held during this class - 20 questions, 20 marks, 45 minutes
11	Pricing Strategies - Part II		Virgin Mobile: Pricing For The Very First Time
12	Pricing Strategies - Part I	Videos 10-11	
13	Brand Messaging and Marketing Communication	Videos: The 7 Ms of Marketing Communication; Brand Messaging and Communication Kotler: Chapter 19	
14	1. Brand Elements: Persuasion 2. Repositioning a brand	1. Video: Week 4 Video 5 <u>Article: How Advertising Works - Peter Voyer.</u> 2. Video: Week 4 Video 6	J.C. Penney's Fair and Square Strategy
15	Student presentations of Marketing Magazine	<u>Expectations</u> 1. Showcase work done on the issues they made 2. Present one article they had put in the magazine, that they found most interesting	

Reading Materials:

Marketing Management (Global Edition) - Philip Kotler, Kevin Lane Keller

Positioning: The Battle For Your Mind - Al Ries, Jack Trout

Optional - The Discipline of Market Leaders - Treacy & Wiersema

Free download of the three professors' books. Optional - the complete books

Evaluation:

There will be four components of the evaluation

1. Class Participation: 10 marks. The quality of discussions by students in class will be used to assess this.
2. Group Project: 30 marks - 20 for the project report, 10 for the presentation. The students will work in groups of 4-6 people on a project to be assigned to them.
3. Mid-Term Quiz: 20 marks.
4. End-Term Examination: 40 marks

Course Title: Financial Accounting for Decision Making

Course Code: FA2101

Credits: 4

Trimester: I

Course Instructors: Mr. Ankur Kulshrestha and Dr. Sarita Gupta and Dr. Lokanath Mishra

Module I (Credits: 3)

Course Learning Goals (CLGs): Upon completion of the course students will develop an understanding of the financial statements and utility of the financial statement to various stakeholders. Students will develop an overall understanding of various forms of business. Students will be able to analyze financial statements for decision making and assess financial performance & position of organizations.

Course Intended Learning Outcomes (CILOs):

1. To prepare the three financial statements of a corporate enterprise – the Statement of Income, the Cash Flow Statement, and the Balance Sheet.
2. To account for various important elements in the above financial statements like Earning Per Share, Inventory & Long Lived Assets.
3. To be able to interpret the financial statements using comparative, common-size & ratios of a corporate enterprise.
4. To identify the accounting shenanigans and be aware about the accounting frauds.

Course Contents:

Session	Hours	Topics to be Covered
<i>Foundation (Focus on Non-Commerces)</i>		
1	2.5	Introduction to Accounting Basic Intro Need for accounts Basics on Flow of Information Different Forms of Business
2	2.5	Income Statement and Balance Sheet through a case
3	2.5	Cash Flow Statement and Accounting Equation
4	2.5	Practice of Accounting equation through one full case, Journal Entry to Balance Sheet through a detailed example
<i>Core Classes</i>		
5	2.5	Income Statement: Preparation and Analysis Accrual vs Cash Revenue and Expense Recognition Provisions Earnings Per share
6	2.5	Balance Sheet: Preparation and Analysis Other Comprehensive Income
7, 8	5	Cash Flow Statement: Preparation and Analysis Direct Method Indirect Method
9	2.5	Inventory Accounting: Valuation Cost Assumption

10	2.5	Fixed Asset Accounting: Capitalization Depreciation Impairment Disposal
11	2.5	Analysis of Financial Statement
		Ratios Common-sizing Importance of MD&A, Directors Report & Annual Report in general. This shall be done through a case study
12	2.5	Quality of Financial Reporting · Emerging issues and latest developments in Accounting · Case Study: Enron Corporation or Satyam Computers

Main Text Book:

- Financial Accounting – A managerial perspective (6th edition) by R. Narayanaswamy (2014). PHI Learning Private Limited.

Study Material:

A. Case Studies

- Baron Coburg (Basic Introduction to Financial Statements)
- Symphony Theatre (Advance Case: For practice)
- Gemini Electronics (Ratio Analysis)
- Enron Corporation or Satyam Computers (Accounting Frauds)

B. Others

- Annual Report (Maruti Suzuki India Limited)
- Equity Analyst Report (Tata Motors Limited)

Evaluation Matrix:

Component	Weightage
Mid term	20%
Continuous Evaluation (Internal Marks)	40%
Assignments, Case Studies, Project Work, Class Participation	
End Term	40%

Module II (Credits: 1)

Course Description:

This course is an introduction to the use of accounting information for internal planning, decision making and performance evaluation. The main objective is to equip you with the knowledge to understand, evaluate and make practical decisions on the many financial reports used in modern companies. An internal accounting system serves two fundamental purposes. It plans and supports decisions about products, processes, assets and customers. The course covers various aspects and role of managerial accounting in dynamic business environments, costs related to managerial decision-making and application of marginal costing and cost volume profit analysis.

Course Learning Objectives:

1. Understand the role of accounting information in common business decisions
2. Differentiate relevant and irrelevant cost information
3. Application of marginal costing in business decision making

Topics to be Covered:

- *The Changing role of Managerial Accounting in a Dynamic Business Environment:* Managing resources, activities and people, objectives of managerial accounting activity, the balance score card, Managerial accounting versus financial accounting and Managerial accounting in different types of organizations
- *Basic Cost Management Concepts:* Product Costs, Period costs and expenses, Costs on Financial statement: Income Statement and Balance Sheet, Manufacturing Operations and Manufacturing costs, Costs in Service industry firms and nonprofit organizations, different costs for different purposes
- *Marginal Costing and Cost-Volume- Profit Analysis:* Illustration of cost-volume- profit analysis, The break-even point, Graphing Cost-Volume-Profit, Target Profit: Contribution-margin approach, equation approach, and graphical approach, Applying CVP analysis: Safety margin, changes in fixed expenses, changes in the unit contribution margin, predicting profit given expected volume.

Evaluation Matrix:

S.No.	Components	Weightage
1	Class participation/ assignment	20%
2	Class Test	30%
3	Case Study Analysis & Presentation	50%

Course Title: Introduction to Strategy

Course Code: ST2101

Credits: 3

Trimester: I

Course Instructors: Dr. Yugal Nauhria

Course Description:

This course focuses on the process through which strategic decisions are formulated and implemented. Students will be placed in the role of key decision makers and asked to address questions related to creation or reinforcement of competitive advantage. First, we look at industry analysis and competitive advantage and then we look at how strategy differs in global contexts. We conclude by addressing development of firm-specific capabilities, including the role of knowledge that contributes to a firm's competitive advantage.

Course Objectives:

The objective of this course is to help students develop the skills for formulating strategy. It provides an understanding of:

- A firm's operative environment and how to sustain competitive advantage.
- How to generate superior value for customers by designing the optimum configuration of the product mix and functional activities.
- How to balance the opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position.

Topics to be covered:

- Introduction to Strategy
- The Five Competitive Forces that Shape Strategy
- Building Your Company's Vision
- Reinventing Your Business Model
- Blue Ocean Strategy
- The Secrets to Successful Strategy Execution
- Using Balanced Scorecard as a Strategic Management System
- Transforming Corner Office Strategy into Frontline Action
- Turning Great Strategy into Great Performance
- Who has the D? How Clear Decision Roles Enhance Organizational Performance

Course Evaluation:

S.No.	Specification	Weightage
1	Ongoing Assessment (Class participation and Topic wise presentations)	70
2	End Term Assessment	30
	Total	100

Course Title: Understanding & Leading Self

Course Code: LD2101

Credits: 3

Trimester: I

Course Instructors: Dr. R.L. Raina

Course Description:

The students are exposed to personality assessments including the Enneagram, StrengthsFinder and Multiple Intelligences Test to gain a deep understanding of their strengths before beginning their journey into the Programme. The course concludes with the students documenting their personal and professional visions.

Course Learning Outcomes:

- Students will explore and identify their core personal strengths and values.
- They will learn to understand and appreciate different personality types and how to make the most in a team with diverse strengths.
- They will learn to articulate and outline their personal and professional vision for the future.

Course Outline:

Topics	Class Exercises/Assignments
<ul style="list-style-type: none"> • Introduction to Understanding the self 	
<ul style="list-style-type: none"> • The power of vulnerability • Takeaways from the Chappal story • Importance of an authentic self • Thinking through strengths and development goals 	Video: Brene Brown, the power of vulnerability
<ul style="list-style-type: none"> • Personal anecdotes • Vulnerability and safe space • Managerial grid model • Being, thinking and doing • Moving the needle, making people successful • Followership, performance • Personal transformation 	Video: Ben Zander
<ul style="list-style-type: none"> • Explanation of Multiple Intelligences Model by Howard Gardner. • Significance of understanding different types of intelligences to challenge conventional educational practices. • Multiple Intelligences and relationship with skills and career options. • The role of intelligences in organisations and teams. 	<ul style="list-style-type: none"> • Taking the Multiple intelligences test. • Group activity related to primary, secondary and tertiary intelligences of students and their application in differentiated roles in an organization.
<ul style="list-style-type: none"> • Discussion on the importance of knowing one's authentic self and how to avoid self doubt. 	<ul style="list-style-type: none"> • 2 assignments required around their personal vision. Peer Coach Exercise
<ul style="list-style-type: none"> • Ideating and discussing their strengths, mission, vision and development goals for the future. • Learning and assimilation of all psychometric 	<ul style="list-style-type: none"> • A problem solving activity and discussing the takeaways from

<ul style="list-style-type: none"> tests. • Discussion around which test was found to be most useful by students through the week • Reflections about situations where their new understanding of themselves would have made an impact on real life situations/decisions from the past – and how they may have behaved differently 	the exercise.
<ul style="list-style-type: none"> • Discussed 9 archetypal characteristics, different personalities based on the Enneagram results. • Group activities to understand the individual characteristic of each type and how personalities are always in motion. • Hypnosis-based activities to demonstrate behaviour modification. 	• Enneagram Test Results
<ul style="list-style-type: none"> • The importance of identifying strengths and discussion around 34 themes listed in the assessment (Achiever, Competition, Learner, Strategic, Woo, etc). • Group activity to demonstrate how the combination of strengths affects person's behavior and performance in a team. • The significance of developing and leading with one's strengths • The conflict resolution types and how to navigate through the 5 types • Actions and emotional states leading to self awareness • Personal inventory for personal conduct. 	<ul style="list-style-type: none"> • Identifying top 5 strengths based on StrengthsFinder test. • Emotional Intelligence test • Thomas Kilmann Self Perception Instrument • Think self assessment
<ul style="list-style-type: none"> • Understanding personal motivators and drivers. • Managing self at work and otherwise. 	
<ul style="list-style-type: none"> • Introduction to NLP 	

Reading Materials:

1. StrengthsFinder 2.0 by Tom Rath
2. "Managing Oneself" Peter Drucker
3. "What's your vision of the good life", Harvard Business Review
4. "How will you measure your life?", Harvard Business Review
5. "Be yourself but carefully", Harvard Business Review

Assessment Plan :

Components	Weightage
1. Continuous Evaluation (Exercises, Quizzes, Assignments, Class Participation)	60%
2. Final Presentation	40%

Course Title: The Power of Storytelling

Course Code: CC2101

Credits: 3

Trimester: I

Course Instructors: Ms. Shraddha Bharatiya and Ms. Tanushka Jangid

Course Description:

This course gets students started on the journey of storytelling by observing the world and themselves and weaving a narrative. At the end of this course the students will be able to observe, think, create and narrate their stories in an effective manner.

Learning Outcomes:

The following are the learning objectives of the course:

1. Students will be able to observe themselves and their surrounding in a rational manner.
2. Students will be able to think and create narratives.
3. Students will be able to narrate stories by using different narratives in an impactful manner.
4. Students will be able to express their stories in written and verbal form.
5. Students will be able to share their perspective confidently in front of the audience

Syllabus:

Units	Description
Concept of a Story	<ul style="list-style-type: none"> - Build common understanding about the course - Introduction of the course and the concept of stories.
How Stories Begin	<ul style="list-style-type: none"> - Source of stories in our lives
Story Mapping	<ul style="list-style-type: none"> - Introduction of Story Mapping - Elements of Story Mapping - Use of elements in creating stories
Story Boarding	<ul style="list-style-type: none"> - Introduction of Story Boarding - How story Boarding is used - Use of Story Boarding in creating stories
Identifying Different Narratives	<ul style="list-style-type: none"> - Everyone and everything has a story - How different stories impact us
Power of Observation	<ul style="list-style-type: none"> - Introduction of sensorium - How sensorium help us to create a story
The Art of Listening	<ul style="list-style-type: none"> - Why listening - Active and passive listening - Be an active listener
Creating Stories	<ul style="list-style-type: none"> - Detailed practice of different importance components of storytelling <ol style="list-style-type: none"> i. Delivery – Overcome stage fear, work on body language ii. Content – Create story, Edit, iii. Voice - Voice modulation, enunciation, pronunciation

Assessment Scheme:

Sr. No.	Component	Weightage
01	Attendance	10
02	Assignment	70
03	Class Participation	20
	Total (100)	100

Course Title: Startup Studio: Identifying Business Opportunities

Course Code: ED2101

Credits: 3

Trimester: I

Course Instructors: Mr. Apoorv Bamba

Course Objective:

The students will be will identify a viable product/service, develop it as a concept, prototype to the extent possible and launch on a designated day in the semester. The launch should aim to optimize the adoption/sales of the product or service and investment in the launch.

Course Conduct:

Interdisciplinary group work is a cornerstone of the Pinnacle MBA programme. Students will form teams of three or four students from the course. Although the team will work on a single launch, the work and contribution from each member needs to be clearly defined. The students can form their own teams or will be assigned teams by the faculty.

As a final submission, students will submit separate project reports (which could have some shared text with other team members) but will emphasise the work of their respective parts.

The team can launch any product or service which meets the following conditions:

- It should solve a real problem
- It should be both commercially viable, socially acceptable and ethical
- It should be innovative: either entirely new to the world, or a significant improvement on something that exists, or something that is translated from one domain to another in a new way
- The target user for the product/service should be the students of the University.
- The product/service should be developed and prototyped to the fullest extent possible in the time frame of a term. It is not necessary to have a working prototype.

The students will plan their own approach, work schedule, scope of concept/prototype development, research and launch strategy.

On 8-9 October the team will have the opportunity to present its product/service in a 'press conference which will be attended by their chosen invitees.

During the semester, the team will have a weekly check-in with faculty to present their progress, seek feedback and obtain guidance. Attendance will be marked in these sessions.

Credits & Grading:

The course is compulsory for the MBA degree and will have 3 credits. Grading scheme will be as follows:

- I. Class presentations & continuous evaluation: 40%
- II. Final presentation: 30%
- III. Individual Project report: 30%

There will be 3 stage-gate presentations, which will be scheduled every 2-3 weeks. In these sessions, the project teams are expected to make formal presentations on the progress of the launch till then. Some milestones are expected to have been achieved before each of these stage-gates. Non-achievement of these milestones will invite penalty points.

Absence in presentations will lead to loss of marks.

Trimester-II

Course Title: Introduction to Corporate Finance

Course Code: FA2102

Credits: 3

Trimester: II

Course Instructors: Mr. Ankur Kulshrestha and Dr. Sarita Gupta

Course Learning Goals (CLGs):

Corporate Finance includes the evaluation of financial management of corporations, which involves Financing Decisions, Investing decisions and finally the Dividend decisions. The contents have been included to build a solid understanding of the businesses and the rationale behind the financial decisions taken by them to achieve corporate strategic objectives. To understand the course effectively, basic level of financial accounting knowledge is imperative.

Learning outcome statements have been added for all the topics included.

Course Contents

Unit I: Capital Budgeting

The candidate should be able to:

- Describe the capital budgeting process and distinguish among the various categories of capital projects;
- Describe the basic principles of capital budgeting;
- Explain how the evaluation and selection of capital projects is affected by mutually exclusive projects, project sequencing, and capital rationing;
- Calculate and interpret net present value (NPV), internal rate of return (IRR), payback period, discounted payback period, and profitability index (PI) of a single capital project;
- explain the NPV profile, compare the NPV and IRR methods when evaluating independent and mutually exclusive projects, and describe the problems associated with each of the evaluation methods

Unit II: Cost of Capital

The candidate should be able to:

- Calculate and interpret the cost of debt, Preference Share and Equity Share Capital
- Calculate and interpret the weighted average cost of capital (WACC) of a company;
- Describe how taxes affect the cost of capital from different capital sources;
- Describe the use of target capital structure in estimating WACC and how target capital structure weights may be determined;
- Explain how the marginal cost of capital and the investment opportunity schedule are used to determine the optimal capital budget;

Unit III: Leverages

The candidate should be able to:

- Define and explain leverage, business risk, sales risk, operating risk, and financial risk and classify a risk;
- Calculate and interpret the degree of operating leverage, the degree of financial leverage, and the degree of total leverage;
- Analyse the effect of financial leverage on a company's net income and return on equity;

- d) Calculate the breakeven quantity of sales and determine the company's net income at various sales levels;
- e) Calculate and interpret the operating breakeven quantity of sales.

Unit IV: Dividend Decision

The candidate should be able to:

- a) Describe regular cash dividends, extra dividends, liquidating dividends, stock dividends, stock splits, and reverse stock splits, including their expected effect on shareholders' wealth and a company's financial ratios;
- b) Describe dividend payment chronology, including the significance of declaration, holder-of-record, ex-dividend, and payment dates;
- c) Explain why a cash dividend and a share repurchase of the same amount are equivalent in terms of the effect on shareholders' wealth, all else being equal.

Unit V: Basics on Merger & Acquisitions

The candidate should be able to:

- a) Classify merger and acquisition (M&A) activities based on forms of integration and relatedness of business activities;
- b) Explain common motivations behind M&A activity;
- c) Explain, based on industry life cycles, the relation between merger motivations and types of mergers;
- d) Contrast merger transaction characteristics by form of acquisition, method of payment, and attitude of target management;
- e) Distinguish among pre-offer and post-offer takeover defence mechanisms;
- f) Evaluate a takeover bid and calculate the estimated post-acquisition value of an acquirer and the gains accrued to the target shareholders versus the acquirer shareholders;
- g) Explain how price and payment method affect the distribution of risks and benefits in M&A transactions;
- h) Distinguish among equity carve-outs, spin-offs, split-offs, and liquidation;
- i) Explain common reasons for restructuring.

Unit VI: Working Capital Management

- a) Describe primary and secondary sources of liquidity and factors that influence a company's liquidity position
- b) Compare a company's liquidity measures with those of peer companies
- c) Evaluate working capital effectiveness of a company based on its operating and cash conversion cycles and compare the company's effectiveness with that of peer companies;
- d) Describe how different types of cash flows affect a company's net daily cash position
- e) Calculate and interpret comparable yields on various securities, compare portfolio returns against a standard benchmark, and evaluate a company's short-term investment policy guidelines;
- f) Evaluate a company's management of accounts receivable, inventory, and accounts payable over time and compared to peer companies;
- g) Evaluate the choices of short-term funding available to a company and recommend a financing method.

Reading Materials:

- Corporate Finance Theory and Practice (2nd Edition) by Aswath Damodaran (2007) Wiley India Pvt. Ltd.

- Financial Management Text, Problems and Cases (7th edition) by MY Khan and PK Jain (2014) McGraw Higher Education.

Evaluation Matrix

Component	Weightage
Mid term	20%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work, class participation	40%
End Term	40%

Course Title: Foundation of Data Analysis

Course Code: ID2111

Credits: 2

Trimester: II

Course Instructors: Dr. Ashwini Sharma

Course Description:

Organizations are increasingly moving from experience- or intuition-based decision making to fact-based decisions and hence it is essential to develop a firm understanding and hands-on skills in analyzing business data. The present course helps you in developing your analytical skills for analyzing business data and drawing insights from them. Beginning with a refresher module on key numeracy skills and spreadsheet skills, the course largely focuses on statistical methods and techniques to help you understand and visualize data, analyze them and draw inferences scientifically. All analysis shall be performed on real world business data using spreadsheet software and/or statistical packages, such as SPSS and/or R.

Course Learning Objectives:

Upon successful completion, the student should be able to:

- Understand and appreciate the role of data analysis in business decisions.
- Use spreadsheet and other statistical software to perform data analysis.
- Develop analytical skills to look at business situations from multiple perspectives.

Topics to be Covered:

Module 1: Key Numeracy Skills: Basic Algebra and Geometry Concepts

Module 2: Spreadsheet Essentials: Formulas and Functions, Charting, Pivot Tables/Charts, What-If Analysis, Data Tables, Statistical Functions

Module 3: Statistical Methods and Techniques: Data Description, Probability Distributions, Sampling and Estimation, Inferential Statistics, Correlation & Regression Analysis

Assessment Scheme :

Component	Weightage
Mid Term Exam	20
End Term Exam	30
Continuous Evaluation	50
Group Assignment (20%); Quiz/Exercises (20%); Participation (10%)	

Course Title: Design Thinking for Business

Course Code: CC2102

Credits: 3

Trimester: II

Course Instructors: Dr. J P Naidu

Course Description:

This course intends to familiarize the students with the process of understanding an existing product, process, service or business method; and subsequently thinking creatively to identify the pain points or opportunity areas for finding new solutions immersing themselves in a problem space. Using a Project Based Learning approach, students will be applying creativity to come up with a number of ideas for solving a problem, evaluate and fine tune the alternate embodiments or processes of the potential solutions for the right value proposition, build a prototype of the new offering, explore patentability and commercial potential. During this experiential learning, students will be introduced to the underlying principles and essential steps of design thinking process: define scope of a project, create a design brief, conduct ethnographic interviews, mine research articles and patents for insights, generate the novel inventive steps, and implement in a real-world situation.

Course Learning Outcomes:

1. Enhance students' innovation abilities considering market impact and value creation for users
2. Strengthen students' individual and collaborative capabilities to identify customer needs and business opportunities through the application of design thinking process
3. Provide experience to translate broad opportunities into actionable innovation possibilities.

Reading Materials:

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Brown, Tim. Change By Design- How Design Thinking Transforms Organizations and Inspires Innovation. Harper Collins. ISBN: 9780061766084

Assessment Plan:

Components	Weightage
1. Continuous Evaluation	20
2. Project Based Activity	30
3. Presentation	10
4. Term-End Exam	40

Course Title: Marketing Research

Course Code: MA2111

Credits: 3

Trimester: II

Course Instructors: Mr. Jishnu Changkakoti and Dr. Punam Mishra

Course Description and Objectives:

A clear understanding of consumers and trade customers is essential for taking appropriate marketing decisions for any marketing professional. Marketing Research provides the tools and techniques for enabling this understanding.

The objective of this course is to equip students with the understanding of these tools and techniques so that they are able to use marketing research as an aid to marketing decision making. needed to be able to use

Tentative Session Plan:

Session No. (2 hours/ session)	Topic	Reading Material	Case Study	Daily assignment for students
1	Introduction to Marketing Research and Problem Definition	Text book Chapters 1 & 2	Min-cases from text book: 1. Case 2.3- Positioning Strategy for Akon Children's HospitalVideo 2. Case 10.1 - Dunkin Donuts	Project selection: Choose any brand from any category. Define what you think could be a marketing issue/problem for this brand.
2	Research Design and Writing a Research Brief	Text book Chapter 3	Case Study: The New Beetle 501023-PDF-ENG. HBR.	
3	Exploratory Research Design - Secondary Data	Text book Chapter 4	2 live exercises on secondary data analysis to be done in class	1. Formulate a research approach & research design for the brand selected. Write a research brief on the issue identified 2. Do a survey of the secondary data available on the brand.

Session No. (2 hours/ session)	Topic	Reading Material	Case Study	Daily assignment for students
4	Exploratory Research Design - Qualitative Research - 1	<ul style="list-style-type: none"> • Text book Chapters 4 & 5 • An Anthropologist Walks into a Bar, HBR, 2014. • Kozinets, R (2002), "The Field Behind the Net: Using Netnography for Marketing Research in Online Communities", <i>JMR</i>. 	• Two mock FGD sessions to be conducted in class by students.	
5	Exploratory Research Design - Qualitative Research - 2		<p>In-class exercises:</p> <ol style="list-style-type: none"> 1. Present on project topic - marketing issue and research questions - 5 min x 5 = 25 min 2. Design a discussion guide for an FGD on this topic - use text book as reference - 30 minutes + 10 min x 5 for presenting the guide 	Do <u>pilot</u> qualitative research with consumers for the brand selected. Let them design own questionnaires - can use the subsequent class to show right way of designing questionnaire.
6	Descriptive Research Design - Survey and Observation	Text book Chapter 6	Groups present findings of pilot qualitative research in class	
7	• Questionnaire design	Text book Chapter 10	Class Exercise: Students evaluate & modify questionnaires they used for pilot study	

Session No. (2 hours/ session)	Topic	Reading Material	Case Study	Daily assignment for students
8	<ul style="list-style-type: none"> • Measurement and scaling • Mid-term quiz 	Text book Chapters 8 & 9		
9	<p>Project Presentations Part 1 - upto findings of qualitative research ** The 10 marks for project presentation will be awarded basis this presentation, since the project completion will happen only after all the classes end</p>			
10	Sampling	Text book Chapters 11 & 12		
11	Causal Research Design - Experimentation Measurement and Scaling	<ul style="list-style-type: none"> • Text book Chapter 7 • How to Design Smart Business Experiments. By: Davenport, Thomas H. <i>Harvard Business Review</i>, Feb2009, Vol. 87 Issue 2. 		
12	Fieldwork and Data Analysis 1	Text book Chapters 13, 14. Chapters 15 - 22		

Session No. (2 hours/ session)	Topic	Reading Material	Case Study	Daily assignment for students
13	Data Analysis 2	Text Book Chapters 15 - 22		
14	Data Analysis 3	Text Book Chapters 15 - 22		
15	Report Preparing and Presentation	Chapter 23		

Reading Materials:

Marketing Research - An Applied Orientation (7th Edition) by Naresh K. Malhotra, Satyabhushan Dash.

Evaluation:

There will be four components of the evaluation

1. **Class Participation: 10 marks.** The quality of discussions by students in class will be used to assess this.
2. **Assignments: 10 marks**
3. **Group Project: 40 marks - 20 for the project report, 10 for the presentation.** The students will work in groups of 3 - 5 people on a project to be assigned to them.
4. **Mid-Term Quiz: 10 marks.**
5. **End-Term Examination: 30 marks**

Course Title: Critical Thought in Communications

Course Code: CC2103

Credits: 3

Trimester: II

Course Instructors: Ms. Shraddha Bharatiya

Course Description:

This course will enable students to think from many perspectives, examine data critically, and form well-informed arguments. They will be taught to skillfully analyze, assess and reconstruct any subject, content or problem

Course Objectives:

Students will be able to :-

1. Formulate intelligent questions
2. Evaluate data Critically
3. Compose structured arguments
4. Analyze an argument
5. Produce well-reasoned argument

Syllabus:

Modules	Description
Question Formulation Technique (QFT)	The key to critical think is the ability to formulate intelligent questions. Students will be able to create, improve and prioritize their questions. They will be able to use different types of question by using Bloom's taxonomy to understand the root of any situation, problem or subject.
Examine Data Critically	Students will be able to filter information, separate fact from opinion, identify cognitive biases and become aware of the ladder of inference. They will also be taught to conduct responsible research and basics of bibliography and citation.
Construct and reconstruct argument	Students will be taught to construct arguments with sound reasoning. They will be able to support their claims and opinions with compelling data and facts, and present well-informed arguments.
Application of Critical Thinking	Students will learn to use critical thinking in workplace and business scenarios, case studies and write with a critical voice. They will learn to critique the information they gather.

Assessment Scheme:

Sr. No.	Component	Weightage (in percentage)
01	Attendance	10
02	Assignment	45
03	Class Participation	10
04	Theory Exam	15
05	Project -1	20
	Total (100)	100

Course Title: Startup Studio: Entrepreneurial Mindset & Leadership

Course Code: ED2102

Credits: 3

Trimester: II

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarize students with concepts pertaining to The Golden Circle, Entrepreneurial Leadership, Design Innovation and Idea Generation. The aim is to give students a deep understanding of these concepts around leadership and entrepreneurship, while also explaining the relevance that each of them holds in the students' current context. With this course, they will be better equipped at understanding their own selves as potential leaders, strengthening their ideological capabilities and identifying shortcomings and potential downfalls in an organisational setting by being able to creatively ideate and innovate solutions on problem statements and situations. With the help of real-life examples, visual aids and various experiential activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial settings. The assignments included will be with the intention of getting them to apply their knowledge to test theoretically, as well as with practical usage.

Course Learning Outcomes:

1. To improve upon the students' existing strengths as learners and potential corporate/entrepreneurial leaders and address their weaknesses.
2. To build the 21st century skill set of "Forever Learning" and collaborate with their peers in an inclusive atmosphere towards entrepreneurial success.
3. To hone their creative ideation and problem solving skills by giving them conceptual knowledge supplemented with activities and assignments to work on the same.
4. To build a skill of identifying problems as opportunities and undertaking field specific research activities towards building a valuable product/service.

Reading Materials:

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Start with Why - Simon Sinek

Assessment Plan:

Components	Weightage
1. Continuous Evaluation	30
2. Project Based Activities	20
3. Field Research	20
4. Term-End Assignments	30

Trimester III

Course Title: Management of Operations & Supply Chains

Course Code: OP2101

Credits: 3

Trimester: III

Course Instructors: Dr. Prabhu Aggarwal and Dr. Manoj Bhatia

Course Description:

This course is concerned with the "production" or "operations" function of an enterprise and some of the tools, which managers have used to deal with problems in this functional area. The operations function of an organization is that part of the (public or private, profit or non-profit) organization which produces goods and/or services. The basic mission of this course is to provide an understanding of some of the fundamental problems faced by operations managers and ways to deal with these problems. In general, we will discuss the design, planning, and control of operations systems.

Effective OM blends the interests of customer, employee, and manager, along with those of the public, stockholders, and other stakeholders. Diverse resources, changing technologies, and hard-to-predict demands add to the challenge.

Recent trends such as the emergence of global competition and the rise of service economy, efficient purchasing, production and delivery of goods and services has become a vital part of the survival and success of every organization. This has become an increasingly critical managerial issue in the presence of more frequent introduction of new products, shorter product life cycle and more sophisticated and quality conscious consumers when competing in the global markets. In this module, important concepts and the state of the art techniques essential for managing any organization such as Efficient Delivery Systems, Inventory and Supply Chain Management, Logistics, and Quality Management are introduced.

Course Objective:

The objective of this course is to familiarize management students who will either manage operations and also those who manage other areas. For example, the commitment of order completion dates is set by marketing people but has a direct impact on manufacturing.

Throughout this course, we will study operations problems and policies using both case studies and theory, and in most instances, we will also develop analytical models to understand the operations function of a firm. These studies will involve a certain amount of complexity and an array of management tools and techniques. Both the soft side (guidelines, procedures, and flowcharts) and the hard side (formulas and management science models) will be involved.

Course Outline:

Day	Session	Description	Resources
Feb 28 th	1 and 2	Course Information and requirements Pizza App Case	Notes Team Assignment
Feb 28 th	3 and 4	Service Ops: The Big Picture Student presentations	
March 1	5 and 6	Manufacturing Operations The Toy Wagon Factory	Notes, Team Assignment – In class
March 1	7 and 8	Production planning and Control issues Student Presentations	
Work from Home		Case analysis: Crane Inc	Team Based Project for students to do at

			home – Analysis due: March 14th
March 14	9 and 10	Crane Inc Discussions Introduction to Inventory Systems, Basic Models	Notes, The missing cupcakes case
March 14	11 and 12	Advanced concepts in Inventory Management	Notes
March 15	13 and 14	Supply Chain Management: The Beer Game	In class simulation
March 15	15 and 16	Beer Game De brief, summarizing the big issues	Notes
March 19 th		Final Exam – In class (2 hours)	

Teaching and Learning resources:

Books and reference materials: Class Notes will be provided, Required case studies will be provided.

Assessment Plan:

Assessment Components	Group work or Individual assessment (% of total of 100)
1. Case Studies	30% (Group)
2. Class Participation	30% (Individual)
3. Final Exam	40% (Individual)

Course Title: Data Analysis for Decisions

Course Code: ID2112

Credits: 2

Trimester: III

Course Instructors: Dr. Ashwini Sharma

Course Description:

The present course is a logical extension of the earlier course (*Foundation of Data Analysis*) in this series and largely focuses on developing hands-on skills in analyzing business data using statistical software, such as SPSS. It helps in taking your analytical skills for analyzing business data to the next level. During the course, many opportunities shall be created to put-to-use the spreadsheet and statistical analysis skills developed earlier. Students shall be working with a variety of data sets drawn from varying business and social contexts.

Course Learning Objectives:

Upon successful completion, the student should be able to:

- Develop hands-on skills in working with statistical software (SPSS).
- Explore data distributions and check for assumptions for drawing statistical inference. Perform univariate, bivariate and multivariate analysis.
- Take their data visualization skills to the next level.
- Develop analytical skills to look at business situations from multiple perspectives.

Topics To Be Covered:

Module 1: Data Exploration

Exploring data to understand central tendency, dispersion and shape of distribution

Module 2: SPSS Essentials

SPSS Environment, Data Editor (Data View, Variable View), Output Viewer, Saving and Retrieving Data Files, Chart Builder

Module 3: Using SPSS for Data Analysis

Data Description, Crosstabs, Exploring Assumptions, Correlation and Regression Analysis, Data Distributions (Normal, t, F, Chi-square), Hypothesis Testing involving mean comparison (t-Test and its variants, ANOVA), Exploratory Factor Analysis, Non-parametric Tests.

Assessment Scheme:

Component	Weightage
Minor Project Work	20
End Term Exam	30
Participation/ Attendance	10
Continuous Evaluation Group Assignment (20%); Quiz/Exercises (20%)	40
Total	100

Course Title: Business and Intelligent Machines

Course Code: ID2101

Credits: 3

Trimester: III

Course Instructors: Dr. Sonal Jain and Dr. Indranath Chatterjee

Course Description:

This Course is designed to offer learners an introduction to intelligent machines and related applications in the business world. Learners would be introduced to technologies like Artificial Intelligence, Machine Learning, Big Data, IoT and Robotics, enabling intelligence in machines. Learners will gain insights into how smartness is being harnessed from data and also would understand the implications of usage of Artificial Intelligence in Business Organizations.

Course Learning Outcome:

On successful completion of this course students will be able to:

- Discuss insightfully role of Artificial Intelligence, Machine Learning, IoT, Robotics and Data science in design and development of Intelligent Machines
- Use Weka for Clustering, Classification and Prediction
- Consider the opportunities and challenges brought about by Intelligent automation
- Analyze case studies pertaining to application of Intelligent Machines in business
- Propose and Evaluate use-cases involving Artificial Intelligence, IoT, Robotics and Automation considering economic, social, sustainability and ethical aspects

Syllabus:

Case Studies on Various Domains including Customer Service, Sales and Marketing, Customer Relationship Management, Human Resource Management, Manufacturing, Operations, Finance, Auditing, Trading, Smart City, Health Care, Social Impact and Ethics of AI.

Assessment Scheme :

Sr. No	Component	Weightage
1	Attendance	10
3	Class Participation	10
2	Quiz (4)	40
4	Project -1 (One Case Study Evaluated in three stages)	40
	Total (100)	100

Course Title: Digital Marketing

Course Code: MA2102

Credits: 3

Trimester: III

Course Instructors: Mr. Debraj Tripathy

Course Description:

500 mn consumers in India have gone online - a majority through smart phones and the rest through computers, tablets and AI devices. This number is expected to grow to 850 mn by the end of 2022. Given this scale it is important for businesses to market their products and services through digital channels. There is a sea of difference between the way digital and traditional channels work. Businesses need to learn, acquire and deploy skills and techniques that will help them navigate these differences and use them to their advantage. This course aims at providing an overview of the digital marketing process, the channels and tools available and the issues and concerns that marketers have with digital marketing.

Course Learning Objectives:

1. To understand digital marketing eco-system (keeping India in focus)
2. To understand chief driver of digital marketing - data; its sources, collection and usage
3. To understand various channels and tools available to formulate an effective digital marketing strategy/ plan
4. To appreciate various issues related to digital marketing and possible solutions

Topics to be covered:

1. Marketing in the digital world - Introduction
2. The Indian digital media landscape
3. Data in Digital Marketing - Importance, Collection, Building the mar-tech stack
4. Channels and tools in Digital Marketing
5. Emerging technologies in digital marketing
6. Brand safety, ad fraud and measures to prevent
7. Digital marketing metrics
8. Legal framework: Privacy, GDPR etc.
9. How to handle agencies
10. Use cases and case studies

Evaluation Scheme:

Component	Weightage
Assignments (Ass-1-15%; Ass-2-30% and Ass-3-15%)	60%
Class Participation	10%
Final Assignment/ Project	30%

Plus, students need to individually get the following certifications to clear the course:

1. Google Analytics for Beginners
2. Google Ads Certification

Course Title: Design & Presentation

Course Code: CC2104

Credits: 2

Trimester: III

Course Instructors: Ms. Meghana Koppala and Ms. Pratistha Ghosh

Course Description:

As management students, presenting different ideas and to various kinds of audiences is an integral part of their course. This course enables students to create visual aids, persuasively deliver their content, and engage with their audience. It is intended to enable them to face the audience more confidently, remove their stage fear and discuss more assertively in English. The course will motivate them to look for and articulate the crux of a topic and present in a concise manner.

Course Learning Objectives:

Through this course, the students will be able to -

- Practice presentation skills to prepare for future business presentations
- Craft content based on audience
- Deliver persuasively using communication checklist
- Practice the use of relevant tools such as MS PowerPoint for their presentations
- Create simple and impactful presentations - use of graphs, charts, pictures, fonts and animation effectively
- Prepare and present various types of presentations based on different scenarios and deliverables; Present on topics that have an impact globally and engage with their audience
- Pitch their business ideas effectively and engagingly, learning about the various elements that is included in a pitch
- Present and communicate their ideas more confidently in English

Assessment Scheme:

Component	Weightage
Individual Assignments I - including 3 short assignments on impactful writing and storytelling, and 1 assignment on presentation on key current affairs	30%
Individual Assignment II	30%
Project Presentations	40%
Total	100%

Course Title: Values & Leadership

Course Code: LD2102

Credits: 2

Trimester: III

Course Instructors: D. R.L. Raina

Course Description:

Values are a basic set of beliefs and ideas held by an individual or organization. Values affect the way people conduct themselves, their decisions, behavior, and world view. In leadership terms, values are not to be confused with morals or ethics. Rather, they define what an individual finds worthy of his or her time and attention. Everything a leader says and does reveals his or her values and the sincerity with which he or she regards those values.

Course Objectives:

In line with the above backdrop, this course on 'Values & Leadership' focuses on identifying and developing values from self to a holistic perspective. It aims to enhance self-awareness, expand capacity of self-management and self-development. The course is designed to explore what leaders really do to meet adaptive challenges in their environment. It looks at leadership as a process of self-transformation and organizational renewal

Course Learning Outcomes:

Students will be able to explore, identify, understand, demonstrate, and relate to the following:

- Their core personal strengths and values.
- Their capacity of development.
- A positive mind set and a humanistic attitude to human actions.

Course Elements:

- Self-Understanding
- Personal Vision and Purpose
- Self-Discipline
- Positive Attitude
- Overcoming Fears
- Balance in Life
- Contribution to Others
- Achieving Success
- Achieving Happiness

Tentative Session Plan:

Topics	Class exercises/assignments
• Introduction to the course	Learning from Leading Self Course shared.
• Self-understanding It is understanding your personality, your beliefs, your values, why you do things the way you do, why you make the choices and decisions in your life and knowing your strengths and areas for development is important as it gives you the power of meta-cognition, the ability to think about thinking and ultimately help	Values & Leadership: Action Plan update shared. Project for the term discussed. <i>How do you see yourself?</i> <i>Wheel of Life</i>

you shape the way you want to move forward on your journey towards personal growth.	
<ul style="list-style-type: none"> Personal Vision and Purpose It is about knowing where you want to go and how you're going to get there, it's like sailing through the ocean with the confidence and ability to set your compass, read your map and push full throttle until you reach your sacred island with the gold. A life without purpose and meaning is like sailing through the ocean with no direction and hoping that you may find an island that is good for you. Finding your purpose is the epitome of achieving personal mastery. 	<ol style="list-style-type: none"> 1. Values & Leadership - Action Plan submitted in last term discussed - Vision Statement, in particular 2. Role - model and the write-up discussed. SRK/Bill Gates /RLR dropped. Suggested: JRD Tata, Pichhai, Indira Nooye, APJAK, Mother Teresa, Dhyan Chand, 3. Three readings shared for submitting learnings.
<ul style="list-style-type: none"> Self-Discipline It is about being disciplined and being about to commit to your goals and stay on your journey. Your journey of personal mastery may change over time, and that's ok, but it's about you setting your journey and not being swept away with the waves. 	Will be shared in the Class
<ul style="list-style-type: none"> Positive Attitude It is about having the right mental attitude to make decisions and take action in your life. It is about seeing the best in yourself, in others and the world in general. Personal mastery is about converting negative energy into positive energy, shaping your thoughts and thinking positively and powerfully. 	Will be shared in the Class
<ul style="list-style-type: none"> Overcoming Fears It is about understanding your fears and taking steps to overcome them. It is about being able to reframe your thinking and shaping challenges as opportunities. The journey towards personal mastery takes away the fear, eliminates any self-limiting beliefs you have had in your life and enhances your confidence, leading to a strong sense of self-belief. 	Will be shared in the Class
<ul style="list-style-type: none"> Balance in Life It is about balancing your life and ensuring you are experiencing and giving everything that is important to you. When you are realising personal mastery, you are more aware of your time and energy and how you are spending that time and energy. Personal mastery helps you to make better decisions on where to spend your time and energy so you can balance your life more effectively. 	Will be shared in the Class
<ul style="list-style-type: none"> Contribution to Others 	Involve the students in a

It is not just about understand oneself, but also about being able to contribute back to society and to others. It is about understanding how you can best help the lives of others and taking steps towards achieving this.	debate (on pros and cons of the subject with examples like MNREGA, etc)
<ul style="list-style-type: none"> Contribution to Others It is not just about understand oneself, but also about being able to contribute back to society and to others. It is about understanding how you can best help the lives of others and taking steps towards achieving this. 	Involve the students in a debate (on pros and cons of the subject with examples like MNREGA, etc)
<ul style="list-style-type: none"> Achieving Success It helps you achieve success in whatever it is that you pursue. When you start to truly understand and behave within the principles of personal mastery, you will start to see your success accelerate. Understanding yourself, knowing what your purpose is, thinking positively and utilizing your talents, skills and strengths are sure-fine ways to guide you on your path to personal growth and ultimately achieve success. 	Will be shared in the Class
<ul style="list-style-type: none"> Achieving Happiness It is about achieving happiness in life. Happiness is, and ought to be, the ultimate goal of life. Your journey towards personal mastery is about finding what truly makes you happy, and living this out on a daily basis. If you can achieve this, then this is a massive step towards attaining personal mastery. 	Will be shared in the Class

Reading Materials:

1. Corey, G., & Corey, M. S. (2010). *I Never Knew I Had a Choice: Explorations in Personal Growth*. (9th ed) Thomson
2. Unless You're Oprah, "Be Yourself" Is Terrible Advice (Adam Grant, *The New York Times*, 2016)
3. Dalai Lama & Desmond Tutu with Douglas Abram. *The Book of Joy*, Cornerstone Publishers, 2016
4. Dalai Lama & Howard C Cutler. *The Art of Happiness at Work*. Easton Press, 1998.
5. Debashis Chatterjee. Break Free: Discover Your Leadership Signature, 1 Dec 2006
6. Michael Williams. Mastering Leadership, (2nd ed)

Assessment Plan :

Components	Weightage
1. Continuous Evaluation (Exercises, Quizzes, Assignments, Group Work)	55%
2. Final Presentation	15%
3. Class Participation	10%
4. Term-End Exam	20%

Course Title: Startup Studio: Idea Generation & Business Modeling

Course Code: ED2103

Credits: 3

Trimester: III

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarize students with designs pertaining to Innovation Matrix, Idea Generation Thesis and Business Model Canvas. The aim is to give students a deep understanding of these concepts around innovation and opportunity exploration while also explaining the relevance that each of them holds in the students' current context. With this course, they will be better equipped at understanding their own strengths as potential startup founders and able to map the same to opportunities/problems relevant in the Indian ecosystem. They will also undergo a unique, innovative & powerful brainstorming tool to realize their entrepreneurial dream. It is a card-based educational game intended not just to spark the entrepreneurial fire within them but to empower them to become one. With the help of real-life examples, visual aids and various experiential activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial. The assignments included will be with the intention of generating them to apply their knowledge to test theoretically, as well as with practical usage.

Course Learning Outcomes:

1. To enable the process of visual idea generation techniques and create a platform for group brainstorming matrix
2. To introduce and engage the students to startup builder tools such as Lean Startup and Business Model Design towards building future ventures and creating entrepreneurial impact
3. To identify, explore and develop a startup idea that the students will work on for the rest of their studio model sessions across modules
4. To take them through an intense journey in the life of an "Entrepreneur" by means of an integrated hackathon which will include the key strategy elements: Ideate. Design. Build. Test. Deliver

Recommended reading for students:

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Lean startup - Eric Ries

Assessment Scheme:

S.No.	Component	Weightage
1	Continuous Evaluation	30
2	Project Based Activities	30
3	Field Research	20
4	Term-End Assignment	20

JK Lakshmipat University

Course Title: Fundamentals of Human Resource Management

Course Code: BS2101

Credits: 3

Trimester: III

Course Instructors: Mr. Vijay Desh Pandey and Dr. Richa Mishra

Course Objective:

The effective management of human resources is considered as a crucial component of organizational effectiveness, sustainable competitive advantage and the quality of work life. This course aims to familiarize students with major functions of human resource management in the contemporary workplace. This course will give an overview of human resource management and help them learn to how to develop and manage Human Resources.

Course Learning Outcomes:

Students will be able to:

1. Explain the importance of human resources and their effective management in organizations.
2. Demonstrate a basic understanding of different functions of human resource management.
3. Describe the meanings of terminology and tools used in managing employees effectively.
4. Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.

Course Content:

- **The strategic role of Human Resource Management**
Students will learn the relevance of Human Resources to business and HRM function as strategic partner in organization, students will to recognize how organizations competes through people. A broad introduction will be given on the current trends on Information Technology in HR function, HRMS, HR Analytics.
- **Organization Structure**
Students will be introduced to the theories and practices of the staff and line functions. The will help them learn how to manage teams by coordination of staff and line function.
- **Employee Motivation**
Students will be able to evaluate the basic principles to manage and motivate employees using approaches to motivation.
- **Recruitment and Selection**
This will help students analyze the role of recruitment and selection in relation to the organization's business. This includes demonstrating the appropriate use of job descriptions, application forms and related staffing tools.
- **Compensation & Benefits management**
Students will be able to state the significance of employee benefits to both employers and employees. The will learn the concept of Performance based Pay, Incentives for shop floor, sales and office management functions.
- **Strategic Talent Management**
Students will be introduced to the concept of Differentiated Workforce Management, Employee engagement and employee productivity. This will enable students explain the importance of the performance management system in enhancing employee performance.

- **Labor laws & Employee Relations**

Students will be able to describe Legal and social dimensions of Industrial Relations. Negotiated Agreements for Wages & Productivity They will also be able to differentiate between cooperation and management of conflict within an organization and the changes that occur in employer-employee relations.

- **Corporate Social Responsibility**

Students will have an overview of the key issues concerning Corporate Social Responsibility (CSR) and the ethical and sustainability challenges facing organizations. Students will be able to recognize and summarize key terms; business practices and discuss differing ethical and social issues faced by organizations.

- **Human Behavior with reference to Working in Organizations**

Evaluation Scheme:

Component	Weightage
Class Participation	20%
Understanding of the Subject/Topics	30%
Project	50%
Total	100

Course Title: Introduction to Media & Public Relations

Course Code: MA2103

Credit: 1

Trimester: III

Course Instructors: Mr. Debraj Tripathy

Course Goals:

1. Be able to explain the role that media and PR play in the Marketing Mix
2. Be able to summaries the key building blocks, players and processes of media and PR, with emphasis on Indian context
3. Be able to apply the principles and draft a basic media plan with rationale
4. (Minor: Develop an appreciation of careers in the media space, internship opportunities and how to position oneself for them ... self learning, online certifications, competitions etc...)

Evaluation : Score 70% for 1 credit

Syllabus and Evaluation Scheme:

Workshop Outline		Evaluation Scheme
Introduction		
What is media ? What is PR?	Interactive	
What role do media and PR play in the marketing mix?	Interactive	
Kinds of media and their characteristics	Interactive	
What is each kind of media good for	Interactive	
Pick a brand, think of what media it has used. What could be the brand's objective?	Exercise	20%
Creative - Media connection. How they work together	Interactive	
Deciding what media to use - Parameters (Target Audience, Markets, Weights, budgets Etc)	Interactive	
(This part will cover Impressions, Reach, TRPs, Freq, Eff Freq, Eff Reach, Clicks, Leads etc)		
Media Research and Data - For TV, Print, Digital, Radio, OOH, In Store, PR etc	Interactive	
Select media mix, given cascading media reach numbers and costs	Exercise	20%
Media Landscape	Interactive	
Careers in Media	Presentation	
Take away Exercise		
Exercise 1 : Choose any brand. Given your understanding of the brand what media do you should it use? Give rationale		20%
Exercise 2: Choose any one medium. Create a 3 page note on what is the size of the medium, how is it growing, who the key players are, what are the challenges that the medium faces		20%
Class Participation		20%

Course Title: Introduction to Sales Promotion

Course Code: MA2104

Credit: 1

Trimester: III

Course Instructors: Mr. Vikram Rao

Course Goals:

1. Be able to explain what Sales Promotions are and why they are used
2. Be able to differentiate between different kinds of Sales Promotions.
3. Be able to tie in Sales Promotions with objectives
4. Be able to evaluate Sales Promotions using the ROI framework
5. (Minor) Understand how companies organized in the context of Sales Promotions

Syllabus and Evaluation Scheme:

Workshop Outline		Evaluation Scheme
Introduction		
What is a Sales Promotion? Their role in an Indian market context	PPT/Interactive	
Kinds of Sales Promotions and their characteristics	PPT/Interactive	
Role and relationship between Trade Promotions and Consumer Promotions	PPT/Interactive	
Tying in Promotions with Objectives	PPT/Interactive	
Evaluating Sales Promotions . ROI Calculation	PPT/Interactive	
Sales Promotions - Budgets and Planning	PPT/Interactive	
Sales & Marketing Organization Structure - Across Organization Sizes	Interactive	
Mini-exercises - Mostly individual at the end of section-evaluated understanding and quality of participation		50%
Take away Exercise		
Exercise 1 : Collect information on five sales promotions . Pick what you think is the "best" and "worst". Justify your rationale	Individual	30%
Exercise 2: For the business case given to you, apply the learnings and devise the Promotion Plan for the planning horizon of a year (with relevant facts ,related assumptions, justifications and rationale)	Group	20%

Course Title: Capstone-I

Course Code: PW2101

Credits: 2

Trimester: III

Course Instructors: Mr. Debraj Tripathy and Dr. Sarita Gupta

Course Description:

Students go through numerous courses and subjects during the year. They go through these courses in an independent and standalone manner. The emphasis is on learning the basics and the theoretical aspects of the subjects. Application if any, is limited.

The capstone is a large case study that students solve in the course of a week. It is designed to give students an opportunity to apply what they have learnt throughout the year, not as standalone subjects, but as connected and interdependent disciplines.

Course Learning Objectives:

1. To translate learnings to action/ application
2. To understand how various disciplines are connected
3. To enable revision of subjects that students have taken through the year

Topics to be covered:

1. Financial Analysis of a company leading to recommendations
2. Strategy Analysis company leading to recommendations
3. Marketing Analysis company leading to recommendations
4. New product idea basis insights from consumer research
5. Production management to set up manufacturing facility for the new product
6. Talent/ HR structuring of an independent business unit that will own the new product
7. Marketing strategy for the new product, from scratch

Evaluation Scheme:

Timeliness/ Participation	Fin, Mkt, Strat Analysis + Recommendations	New Product Idea + Production	HR + Marketing	Total
Out of 25	Out of 25	Out of 25	Out of 25	Out of 100

**Course
Title:
Essenti
als of**

Public Policy & Governance

Course Code: EP2101

Credit: 1

Trimester: III

Course Instructors: Ms. Ankitha Cheerakathil and Ms. Mitali Nikore

Course Description:

An experiential cross-disciplinary module designed and taught by international governance and public policy experts of a European think-tank called Institute for Democracy 21 (www.ifd21.org). Based on a holistic learning model, it enables the 21st century graduate to acquire knowledge, skills and global perspectives about public policy and governance frameworks that shape institutional and societal outcomes. The module also offers a comprehensive understanding of careers across governance, public policy and media. It consists primarily of 2 modules: 1. Gender, Economic Policy & Media 2. Governance & Public Policy

Course Methodology:

1. *Conceptual Learning* (lectures, presentations and focus group discussions)
2. *Lecture Series* (our stellar guest speaker with domain expertise provides strategic inputs and valuable guidance)
3. *Democracy Lab* (practical case studies & workshops for providing and hands on understanding, providing a hands-on understanding to graduates)
4. *Screenings* (documentaries, video logs and audio-visual presentations of global governance practices)

SPEAKERS & MODULES

1. MITALI NIKORE

- Economist, *Asian Development Bank (ADB)*
- Former Economist, *UN Women*
- Alumna of *Hindu College & London School of Economics (LSE)*
- Gender & Economic Policy Expert, regular contributor to *India Ahead* news channel and *The Times of India*

Module: Gender, Economic Policy & Media

Duration = 2 hours

Subtopics:

- *The need for gender to be considered a cross-cutting theme across all sectors (businesses, economic policy, governance, media)*
- *Gender budgeting – a key tool to implement and track policy initiatives for women*
- *How gender can be integrated in any project/program (with case studies from the Asian Development Bank)*

2. ANKITHA CHEERAKATHIL

- Executive Director-India, *Institute for Democracy 21*
- Alumna of *Paris School of International Affairs, Sciences Po* and *St. Stephen's College, DU*
- Speaker at *ECOSOC* and *UNESCO*
- Ambassador, *OLBIOS Network*
- Visiting professor at *Université Mohammed VI Polytechnique, Morocco*

Module: Governance & Public Policy

Duration: 10 hours

Subtopics:

a. Public Policy & Governance: core concepts

- *Introduction to public policy*
- *Consensus-driven governance: tackling populism in policy decisions*
- *Participatory democracy: the public vs. public policy*
- *Unique global governance practices for youth*
- *Democracy Lab: Simulations*

b. Understanding Media: Framing and Breaking Narratives

- *How media shapes public policy decisions*
- *Understanding propaganda*
- *Too many sources, too little truth - understanding and tackling fake news*
- *Corporatization of media*
- *Democracy Lab - Case studies (analysing media narratives)*

c. Career Charting: Intersections between governance, public policy and media

- *Career opportunities in the fields of public policy, non-profit, civil society, development consultancy, government and media*
- *Entering the sector as an outsider - how business and technology graduates can add value*
- *Democracy Lab - Case studies of young leaders*
- *Most sought after courses and skill sets in the public policy and development sector*
- *Exposure to governance and development fellowships*
- *Barriers and perception problems of working in this space*

Course Title: A Critical Examination of Ethics & Development

Course Code: LS2101

Credit: 1

Trimester: III

Course Instructors: Mr. Yugank Goyal

Course Description:

The course engages with three interplaying sets of ideas falling under broad heads of law, ethics and development. The course will grapple with issues surrounding morality and justice and locate these ideas in relationship between the individual and the society, as manifested in moral aspirations of contemporary decision making. The course dissects *how* to find out what is the *right* thing to do, rather than *what* is the right thing, what are the limits of these findings, the role of law in ascertaining social choices and how must we construct these choices (particularly at leadership levels). In this context the course invokes deontology, utilitarianism, virtue ethics, environment, capabilities, developmental indicators and policy choices at applied level. By design, given the location of the course in a reimagined MBA program, the readings are biased in favour of accessibility rather than their canonical nature.

Course Objective:

The course is meant to ask questions, more than to offer answers. In doing so, it enables critical thinking to understand the way in which these questions must be asked, and manners in which an answer could be sought. In other words, the course cultivates a logical thinking and an appetite for meaningful argumentativeness. The course is not meant to replace a standard course in philosophy and ethics, but poses important questions that disturb many of our mainstream assumptions, which lie buried in the cacophony of standardization obsession of our society. In addition to introducing philosophical concepts to students, navigating across politics, sociology, economics and law, it helps achieve a linear thinking in philosophy. The aim of the course is not only to bring complementary perspectives to important policy questions, it also nudges us to think about the idea of human flourishing.

Course Outline:

Hour 1: Why ethics now – the Silicon Valley

Hour 2: Open Lecture – Revisiting Ethics of Reservation Policies

Hour 3: Patriotism and Loyalty (continued from open lecture)

Hour 4 and 5: Maximizing pleasure and minimizing pain (aggregate)

Hour 5 and 6: Categories of right and wrong

Hour 6 and 7: *Telos* – the central idea of purpose in our actions

Hour 8: Environmental Ethics

Hour 9 and 10: Ethics of development

Reading Materials:

Michael Sandel (2012), Trubek and Santos (2012), Sen (2000), Nussbaum (2011), Ghertner (2008), Williams (1995), Goyal (2015, excerpts), Chamarro-Premuzic (2015), Sandel (1998), excerpts from pages in Stanford Encyclopedia.

Course Title: Business and Sustainability

Course Code: LS2102

Credit: 1

Trimester: III

Course Instructors: Ms. Meena Vaidyanathan

Course Description:

Sustainable development can be classified as development that meets the needs of the present without compromising the ability of future generations. The goal of sustainable development is to create and maintain prosperous social, economic, and ecological systems. These systems are intimately linked: humanity depends on services of ecosystems for its wealth and security.

Sustainable development is the organizing principle for meeting human development goals while at the same time sustaining the ability of natural systems to provide the natural resources and ecosystem services upon which the economy and society depends. The desired result is a state of society where living conditions and resource use continue to meet human needs without undermining the integrity and stability of the natural system. It has been suggested that "the term 'sustainability' should be viewed as humanity's target goal of human-ecosystem equilibrium (homeostasis), while 'sustainable development' refers to the holistic approach and temporal processes that lead us to the end point of sustainability"

The Brundtland Report¹ emphasized that sustainability is a three-legged stool of people, planet, and profit. Every one of us affects the sustainability of the marketplace and the planet in some way. The aim of this study module is to expand the understanding of business graduates on the touch-points they could have in the larger socio-economic context they will live and work in, and the ways in which their decisions and actions have a multiplier effect on decisions within their organisations, their communities, their countries and eventually the planet.

Course Content:

Topic 1: Introduction to Sustainability

1a) Introduction to the concept of sustainability and sustainable development

1b) Introduction to Sustainable Development Goals (SDGs): history, context, goals and targets, why they matter

Reading List:

1. UN 2012: The Future We Want.

http://www.un.org/disabilities/documents/rio20_outcome_document_complete.pdf

2. UN 2015. Transforming Our World: The 2030 Agenda for Sustainable Development

3. http://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_70_1_E.pdf 1 https://en.wikisource.org/wiki/Brundtland_Report

4. Our Common Future: The Brundtland Report Outcome 1987

https://en.wikipedia.org/wiki/Our_Common_Future

Topic 2: The three pillars of sustainable development

This session will delve deeper into the three main pillars of sustainable development include economic growth, environmental protection, and social equality, and their inter-relationships to achieve triple bottomline.

Reading List:

1. The three pillars of sustainable institutions

<https://www.investopedia.com/articles/investing/100515/three-pillars-corporatesustainability.asp>

2. Human Development Report 2016. Technical Notes.

http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf

3. The World Economic Situation-2018

https://www.un.org/development/desa/dpad/wpcontent/uploads/sites/45/publication/WESP2018_Full_Web-1.pdf

4. The Future of the Global Economy-OECD <https://www.oecd.org/futures/35394025.pdf>

5. Sustainability and Triple Bottomline

https://www.researchgate.net/publication/322367106_SUSTAINABILITY_AND_TRIPLE_BOTTOMLINE_AN_OVERVIEW_OF_TWO_INTERRELATED_CONCEPTS

Topic 3: Sustainable Business Model Canvas

This session will help scholars understand how to create a sustainable business model, based on which any organisational design and approach can be made sustainable for both new and existing businesses.

Reading List:

The Sustainable Business Model Canvas by Alexander Osterwalder <https://medium.com/activatethefuture/designing-sustainable-business-models-and-product-service-systems-cd548328e852>

Note for Scholars: • Session 1 will be followed by a class assignment and Introduction to group activity during Session 3

- The assignment will have a 20% weightage
- Assignment needs to be submitted at the beginning of Session 2
- All assignments will be individually submitted Session 2

Topic 4: Measuring Sustainability

Measurement of sustainability necessitates a key understanding of a few terms and processes, and this session will introduce scholars to the same, including

- 4a) Sustainability Reporting
- 4b) Sustainability Governance
- 4c) Sustainability Indicators

Reading List:

1. Global Energy Assessment 2014. Summary Findings, Chapter 19.

http://www.iiasa.ac.at/web/home/research/Flagship-Projects/Global-EnergyAssessment/GEA_KF.pdf

2. Cities Can Save Us. TEDX talk by Aromar Revi <https://www.youtube.com/watch?v=EkJyg0lc88A>

3. Measuring Sustainable Development

<https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=801&menu=1> 515

Topic 5: Sustainability as a Business Driver

This session will highlight through case studies ways in which businesses and institutions have benefitted by adopting a more sustainable agenda.

- 5a) Case Study 1- NHS
- 5b) Case Study 2- SAP
- 5c) Case Study 3- Patagonia

Reading List:

1. Case Studies on Market Transformation

https://sustainabledevelopment.un.org/content/documents/full_rpt.pdf

2. Investment Needs to Achieve the Sustainable Development Goals (SDGs): Understanding the Billions and Trillions. <http://unsdsn.org/resources/publications/sdg-investment-needs/>

3. Sustainability for Consumer Businesses

<https://www2.deloitte.com/content/dam/Deloitte/dk/Documents/consumerbusiness/SustainabilityStoryGrowth-120712.pdf>

4. Sustainability drivers for growth

<http://apki.net/wpcontent/uploads/2012/05/Collaboration-Innovation-Transformation.pdf>

Note for Scholars:

- Specific Case studies that will be discussed in Topic 5 will be handed over to the scholars at the end of Topic 4
- Students will be expected to pre-read the case studies and be familiar with them
- The class discussion will have a 20% weightage
- Grading will be based on participation and quality of views/discussion points

Activity and Group applying learnings from Sessions 1-2

Note for Scholars:

- Scholars will be expected to come prepared for the activity. Those who have missed either of the two activities in topic 5 and topic 6 will need to update themselves to be able to participate in activity
- The outcome of the activity will be presented during this session by groups
 - The activity and presentation will have a 60% weightage
- Grading will be based on participation (20%) and quality of presentation in terms of content (30%) and articulation (10%)

Trimester IV

Course Title: Sales & Channel Management

Course Code: MA2201

Credits: 3

Trimester: IV

Course Instructors: Mr. Deepak Aggarwal & Dr. Punam Mishra

Course Description:

Sales, as a function remain an integral part of the efforts of organization to reach their consumers as close as possible and make their products & services available to them at convenient locations while providing them adequate information empowering the consumers to make their brand choice.

This course will offer exploration of key concepts and provide insights into sales and distribution management practices to equip students with actionable knowledge and skills. This course will draw from Indian and international experiences to explain and discuss sales and distribution management decisions cross various industries lie FMCG, Consumer Durables, Direct selling etc.

Course Learning Objectives:

After completion of this course, students are expected to:

- Understand and appreciate the strategic role of the sales and distribution function
- Develop an understanding of Go To Market/ Route To Market strategies in distribution and how do they evolve as per company's sales and distribution strategies
- Understand the drivers and levers impacting various distribution challenges and enhancing field force effectiveness.

Course Outline: Session/Topic/ Particulars

Session	Topics	Particulars
1 and 2	<ol style="list-style-type: none"> Introduction to Sales and Distribution Decoding drivers of Go To Market/ Route To Market strategies for products and services. 	Course Materials Case study
3& 4	<ol style="list-style-type: none"> Sales and Distribution strategies for FMCG. Parameters defining distribution effectiveness in FMCG. Understanding role of different stakeholders for driving distribution effectiveness in FMCG. 	Course Material Presentation of case study from previous session. Case study assignment for submission. Project 1
5&6	<ol style="list-style-type: none"> Sales and Distribution 	Course material

	strategies for Consumer durables 2. Drivers of effectiveness of S&D in durables 3. Understanding role of stakeholders in consumer durables GTM	Case study
7&8	1. Sales & Distribution strategies for Services. 2. Drivers of effectiveness of services sales models. 3. Understanding role of stakeholders in services GTM.	Project 2 given to groups.
9&10	1. Role of a distributor/ channel partner in enhancing distribution. 2. Distributor profitability models	Case study
11 & 12	1. Sales force productivity & performance. 2. Sales Force training and incentive design	Case study presentation from previous session. Course material Case study on design of sales force incentive
13 th & 14	1. Use of Technology for enhancing distribution and sales force effectiveness. 2. Managing multiple channels and handling channel conflicts	Case study presentation. Course material

Project Briefs

Students will undertake a field project to complete the course requirements. This will be a group project allocated and group is expected to complete the same as per guidelines . The group projects would be outlined to the students on day 2 of the course.

Reading Materials:

Sales and Distribution Management- A Practice-Based Approach –Ramendra Singh. (Vikas Publishing House Pvt.Ltd. Latest Edition).

Reference Books:

1. Sales and Distribution Management – An Indian Perspective; Pingali Venugopal, Sage.
2. Management of a Sales Force: Spiro, Stanton, Rich , Tata McGraw-Hill
3. Sales and Distribution Management-Still, Richard R, Cundiff, Edward W, Govoni, Norman A.P. and Puri, Sandeep, Pearson Education.

Articles :

1. The Art of Selling(Schumpeter/The Economist)
2. The Changing Environment of Selling and Sales Management (JPSSM Article)
3. What makes a Good Salesman (HBR Article)
4. Sales force effectiveness: A framework for researchers and practitioners(JPSSM Article)
5. Distribution challenges and workable solutions (IIMB Management Review)
6. Designing Channels of Distribution Reorienting Channels of Distribution (HBS Articles)
7. Channel Conflict: When is it dangerous? (McKinsey article)

Evaluation Scheme:

Students will be evaluated on the basis of case analysis, group projects, class participation, and end-term exam. The weightage given to each of these units is listed below:

Component	Weightage
Class Participation	10%
Assignments	10%
Group Project submission	20%
Group project presentation	10%
End Term Exam	50%

Course Title: Finance for Decision Making-II

Course Code: FA2201

Credits: 3

Trimester: IV

Course Instructors: Dr. Rani S Ladha

Course Description:

The financial decisions by corporation are based on meeting short-term needs and also in support of the corporate overarching strategy. Thus, firms evaluate current project or investment by taking into account the internal strategy, the industry in which they operate, market conditions and investor demand. Financial decisions link the operations of the firm (short-term) with the long-term goals of a corporation. Decisions regarding investments, capital structure, and dividend policy are undertaken with the goal of value creation, reduction of risk, and sustainability while achieving the goals of the firms. This course deals with techniques that firms employ in evaluating projects and issues that may arise while making decisions.

Course Objectives:

To enable students to understand the importance of financial decisions that a firm undertakes and the impact both in the short - and long-term

Course Learning Outcomes:

On completion of the course students should be able to:

1. Evaluate the appropriate investment strategy, and corporate structure strategy to achieve the larger corporate goal
2. Appreciate the relationship between risk and return
3. Understand the impact of financial decisions on the long-term sustainability, risk, and profitability of the firm

Course Content:

1. Overview of financial markets and instruments
2. Commonly used capital budgeting techniques
3. Cash flows to consider in evaluating a project
4. Time value of money including bond and stock valuation
5. Risk Return tradeoff
6. Discussion on capital structure and financing decisions

Pedagogy:

Lectures, discussions, videos, and problem solving

Students are expected to have completed the assigned readings before class.

Active pertinent class participation is encouraged to make the discussions interesting.

Academic integrity

Students are required to abide by the standards of academic integrity at JKLU. Students are not allowed to collaborate during exams, and they must not submit someone's work as their own. All members of a group must participate in all aspects of the assignment submission.

Session Plan:

Topic	Tentative number of sessions	Details
Introduction	2	Markets & Instruments, including agency problem, IPO process
Capital Budgeting Techniques	2	Numerical
Capital Budgeting Cash Flow	3	Numerical from Book
Time Value of Money	3	EMI numerical, xls, graph, power of compounding, delayed annuity
Customer lifetime value	2	Numerical
Bond Valuation	2	Basic concept, Chapter from book
Stock Valuation	1	Chapter from book, Numericals
Risk & Return	3	Chapter from book, Numericals
Cost of Capital	3	Chapter from book, Numericals
Capital Structure	2	Chapter from book, Numericals
Dividend policy	2	General idea, Caselet
M&A	3	Chapter from book
Fin Innovation & Transformation	2	General reading, Caselet

Reading Materials:

Corporate Finance by Ross S.A., Westerfield R.W., and Jaffe, J. 10th Edition (preferable) McGraw Hill Education

Additional readings, cases, and numerical problems will be provided as part of the course

Evaluation Scheme:

Components	Weightage
Quiz 1	15
Quiz 2	15
Assignment 1	20
Assignment 2	20
Class Participation (incl. assignment, numerical)	10
End- Term Exam	20

Course Title: Economics for Business

Course Code: EP2102

Credits: 3

Trimester: IV

Course Instructors: Dr. Krishna K Ladha & Dr. Sheetal Mundra

Course Description:

Economics for Business provides a solid foundation for economic analysis and thinking. Concepts and models of the course apply to Finance, Marketing, Operations, Strategy, Human Resource Management, Politics, Public Policy, History, and many other fields, and form the basis for managerial decisionmaking.

Course Objectives:

To introduce tools and method of microeconomic analysis to managerial decisionmaking (e.g., pricing), analysis of markets and market failures, and public policy formulation.

Course Learning Outcomes:

By the end of this course, students should be able to understand:

- Demand, Supply, Equilibrium, Pareto optimality
- Elasticity and its relationship with pricing and revenue
- Economics of production
- Economic costs for decision-making
- Different types of market structures (e.g., Perfect Competition, Monopoly, Duopoly)
- Basic models of Game Theory
- Pricing
- Market Failures
 - Public Goods
 - Externalities
 - Moral Hazard
 - Adverse Selection
- The role of government in correcting market failures. Of particular interest is the effect of taxes and government policies on markets.
- Applications of economic principles to policy questions

Course Content:

Gains from Trade; Supply, Demand and Equilibrium; Elasticity & its Applications; Supply, Demand and Government Policies; Costs; Perfect Competition; Monopoly; Pricing and market segmentation; Oligopoly; Market Failures

Tentative Session Plan:

Session	Description	Book: Principles of Economics, 6th Ed, by N. Gregory Mankiw	Video
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1	Intro + Videos + Slope	Chs 1 & 2, Appendix to Ch 2: Figs A3, A4, A5	Video 1 (V1)
2-3	International Trade	Ch 3 Trade	V41-44 (30 mins) - International Trade
4-5	Demand, Supply and Equilibrium	Ch 4 D&S	V2-V11 (75 mins) - Demand & Supply
6-7	Elastiity & its Applications	Ch 5 Elasticity	V12-V17 (45 mins) - Elasticity
8	Demand Forecasting		
	Assignment 1		
9	Welfare	Ch 7	
10	Supply, Demand and Government Policies: Price & wage controls	Ch 6 Price controls	V30-V40 Price Ceiling & Price Floor
11	Supply, Demand and Government Policies: Taxes	Ch 6, Ch 8	V18-V22 (50 mins) Taxes and Subsidies
	QUIZ 1		
12	Government Policies		
13	Externalities	Ch 10	V47-V52
14	Externalities + Public Goods	Ch 11	V75-V78
15	Public Goods	Ch 11	
	Assignment 2		
16	Market for inputs	Ch 18	Ch 18: 375-378; V69
17-19	The Costs of Production	Ch 13; Parkin Ch 11	V 29

20	Firms in Competitive Markets	Ch 14	V26-27 (economic problem, Information & Incentive), V53-V59
21-23	Firms in Competitive Markets	Ch 14	V53-59, V61
	MIDTERM		
24	Monopoly	Ch 15	V61-68
25	Monopoly: Market Segmentation and Price discrimination	Ch 15	V61-68
26	Natural Monopoly	Ch 15	
27	Monopolistic Comp	Ch 16	
	Assignment 3		
28-29	Oligopoly and Game Theory	Ch 17	
30	Game Theory		
31-34	Adverse Selection, Signaling, Moral Hazard, and modern technology	Ch 22	V71-72, V79-V83
35-36	Income Inequality and Poverty	Ch 20	
37-38	Review		
	End Term Exam		

Reading Materials:

- Principles of Economics with Course Mate by N. Gregory Mankiw (Cengage)
- A set of videos at

https://www.youtube.com/watch?v=g9uUIUqhrSQ&list=PL-uRhZ_p-BM4XnKSe3BJa23-XKJs_k4KY

Evaluation Scheme:

Component	Weightage (100)
Quiz 1	20%
Assignments	20%
Midterm	25%
End term	35%

Course Title: Prototype & Pilot

Course Code: ED2201

Credits: 3

Trimester: IV

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarize students with concepts pertaining to Lean Market Validation, Value Proposition Canvas, Business Model Canvas, Blue Ocean and Red Ocean Strategy, Beach Head Strategy, Customer Persona, Founder's Agreement, and Pitch Decks. The aim is to give students a deep understanding of these concepts around product validation and marketing, while also explaining the relevance that each of them holds in the students' current ventures. With this course, they will be better equipped at understanding their ideal customers, strengthening their value proposition and identifying shortcomings and potential problem areas in their startup plans and how they can rectify them. With the help of real-life examples, visual aids, mentor connect session and various experiential market activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial settings. The assignments included will be with the intention of getting them to apply their knowledge to test theoretically, as well as with practical usage in their respective startups.

Course Learning Outcomes:

- To improve upon the students' existing strengths as learners and potential corporate/entrepreneurial leaders and address their weaknesses
- Empower students and help them learn how to present their ventures and ideas effectively
- Enable students to learn how to identify new opportunities as well as understand myriad marketing and venture development strategies and Go-To-Market strategies
- Equip students with technical knowledge around building Founder's Agreements and Pitch Decks

Course Content/Topics to be covered:

- Startup Idea Validation
- Lean Market Validation
- Value Proposition Model
- Business Model Canvas
- Blue and Red Ocean Strategy
- Customer Persona
- Beach Head Strategy
- Founder's Agreement
- Market Research for Startups
- Building your Pitch Deck

Reading Materials:

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Hook Model – Nir Eyal
3. The Lean Startup – Eric Rise
4. Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation	30
Project Based Activities	20
Field Research	20
Term-End Assignments	30

Course Title: Perspectives on Contemporary Issues

Course Code: CC2201

Credits: 2

Trimester: IV

Course Instructors: Ms. Shraddha Bharatiya

Course Description:

In an era of globalization, there is an increasing need for the youth to be able to empathize with others, value diverse perspectives and cultures and understand how events around the world are intertwined. Global issues revolve around social, economic and environmental factors which ultimately add to the interconnectedness of countries. In this course, students will employ key critical thinking concepts to analyze contemporary issues from multiple perspectives. They will explore the impact at micro and macro levels.

Course Learning Outcomes:

The students will be able to:

- Identify different perspectives objectively.
- Explain interconnectedness of the issues and their impact at micro and macro levels.
- Recognize their own beliefs, biases, claims and assumptions.
- Evaluate sources, argue and defend effectively.

Methodology:

This course will be an amalgamation of brief lectures and activity based learning i.e. films, group discussions, debates, and case studies. The objective behind utilizing activity based learning is for the learners to have a more hands on experience. This will encourage and ensure active participation and longer retention. The idea is for learners to feel engaged and also express their views in a conducive environment. The takeaway from this course will not only be awareness about certain issues but equipping learners with skills of decision making and reasoning in alignment with certain global contexts.

Course Content/Topics to be Covered:

1. Introduction to contemporary perspective - *Introduction to the course, skills and the topics. Revision of critical thinking.*
2. Research, analysis & evaluation of a topics from local, national and global perspectives-
 - Conflict & Peace
 - Poverty & Inequality
 - Culture & Identity
 - Development
 - Nationalist Movement

Reading Materials:

- Factfulness: Ten Reasons We're Wrong About The World - And Why Things Are Better Than You Think by Hans Rosling
- The World is Flat: The Globalized World in the Twenty-first Century by Thomas Friedman
<https://www.theguardian.com/environment/2015/mar/08/how-water-shortages-lead-food-crises-conflicts>

- The Cultural Challenges of Meeting Climate Change Goals: Montreal Weighs an Emissions Ban on Iconic Wood-Fire Bagel Shops by Andrew Hoffman, Pub Date: Apr 11, 2019, Source: WDI Publishing at the University of Michigan
- Prototyping a Scalable Smart Village to Simultaneously Create Sustainable Development and Enterprise Growth Opportunities by Solomon Darwin; Henry W. Chesbrough, Pub Date: Jan 1, 2017, Source: UC Berkeley - Haas School of Business

Evaluation Scheme:

Component	Weightage (100)
1- Class Participation	20
2- Assignment	20
3- Theory Exam	40
4- Report	20

Course Title: Spreadsheet Applications in Management

Course Code: ID2201

Credit: 1

Trimester: IV

Course Instructors: Dr. Ashwini Sharma

Course Description:

Managers in present times, irrespective of the functional area, need to collect, store and analyze volumes of business data for decision-making. Developing proficiency in use of spreadsheet software (like MS-Excel) thus becomes an imperative for them. Mastering spreadsheet skills will certainly help future managers in using business data to their advantage. The present course builds on the basic spreadsheet skills developed during earlier terms and puts them to use in a business setting. The course will run in a workshop mode where participants will be exposed to a business problem and they will solve it using spreadsheet software.

Course Learning Outcomes:

Upon successful completion, the student should be able to use spreadsheet software to -

- Summarize data using Histograms and Descriptive Statistics
- Describe data using Pivot Tables and Pivot Charts
- Perform basic financial arithmetic
- Calculate periodic payments for mortgage and lease repayments
- Compute future value of an annuity
- Evaluate Investments using NPV criteria
- Determine Optimal Product Mix

Course Content/Topics to be covered:

- Excel Environment
- Pivot Table and Pivot Charts
- Financial Functions in Excel
- Excel Add-Ins

Reading Materials:

Shall be shared by the instructor during the classes.

All exercises will be based on using on-line documentation available with MS-Excel. Additional material, if required, shall be provided during sessions.

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation <ul style="list-style-type: none">• Group Assignments-40%• Quiz/Exercises-40%• Participation-20%	100
Mid Term Exam	-
End Term Exam	-

Course Title: Summer Internship Project

Course Code: PW2102

Credit: 6

Trimester: IV

As part of the MBA Programme, the 1st Year students undergo 10-12 weeks training at an industry/company of their choice or one allocated by the University placement cell after the third trimester. This is mostly scheduled during the months of May to July.

Upon their return from SIP, they undergo the process of evaluation where they need to submit the SIP report and make presentations.

Course Title: Product & Brand Management (Elective)

Course Code: MA2211

Credits: 3

Trimester: IV

Course Instructors: Mr. Jishnu Changkakoti & Dr. Punam Mishra

Course Description:

The course is designed to give students an in-depth understanding of the challenges in managing a brand which may comprise a single product or a portfolio of products operating either in a single product category or multiple product categories. Students will learn how product opportunities are identified, decisions are taken on product design, target audience selection, positioning and pricing and how marketing support is deployed across various stages of the product life cycle. Related to this are the strategic decisions around branding, packaging, brand equity building, communication development and post launch monitoring and fine tuning of brand building programmes. The design, building and long term management of a brand's equity will be addressed throughout the course. The course will also deal with issues that Marketers grapple with when creating a brand positioning strategy, the complexity in evaluating brand extension opportunities, the branding of commodities and strategic challenges in managing long term brand equity.

Course Learning Objectives:

1. Understanding of the challenges and choices in creating a winning product and managing a portfolio of products (identifying and selecting a product launch opportunity, product design, packaging, pricing, positioning, launch strategy and promotion)
2. Provide students with a working knowledge of the financial aspects of managing a product or portfolio of products
3. How a brand's positioning should be developed, established, protected and evolved and the role of communication programs in the same
4. The process of sustaining and managing a brand's equity over the long term while facing short term business pressure

Tentative Session Plan:

Session No (2 hours/ session)	Topic	Reading Material	Case Study
1 & 2	What is Product Management & Brand Management? Marketing Planning: Category, Consumer & Competition Analysis. Market Potential & Sales Forecasting	1. Core Text (Product Management): Chapters 2, 3 and 5 2. Principles of Product Policy by Anita Elberse 3. Marketing Analysis Toolkit: Market Size & Market Share Analysis by Thomas Steenburgh & Jill Avery	Cottle-Taylor: Expanding the Oral Care group in India by John A. Quelch & Aisa Zalosh; HBS Oct 2011
3	What is Brand Equity – Definitions and	1. Core Text (Strategic Brand Management): Chapters 2 &	Discussion on "The Brand Report Card" by Kevin

	Models of Brand Equity	3 2. The Brand Report Card by Kevin Lane Keller – HBR Article 3. Brand Equity: An Overview by Paul W. Farris	Lane Keller
4	Developing Product Strategy	Core Text (Product Management): Chapter 8	Chase Sapphire – Creating a Millennial Cult Brand by San- tana, Avery and Snively
5	Designing the Right Product	<ul style="list-style-type: none"> Core Text (PM): Chapter 8 Defeating Feature Fatigue by Roland Rust, Deborah Viana Thompson & Rebecca Hamilton (HBR) 	
6	Product and Brand Positioning	1. Core Text (PM): Chapter 8 and Core Text (SBM): Chapter 2 & 3 2. Market Segmentation, Target Selection and Positioning by Miklos Sarvary and Anita Elberse 3. Brand Positioning by Sunil Gupta and Jill Avery, HBR	Brand Revitalizing And Brand Reinforcement: The Case of Arrow Shirts in the Indian Context - S. Ramesh Kumar and Amod Choudhary
7	Integrating Communications into building of brand equity	Conceptual Models of How Advertising works to Persuade Individuals by Paul W Farris and Tania de la Pena Calderon	
8	Brand Strategies & Brand Architecture	Core Text (SBM): Chapter 11	Taj Hotels Resorts & Palaces
9	Introducing New Products	<ul style="list-style-type: none"> Managing the new product development process – Robert Dolan Eager Sellers & Stony Buyers – Understanding the Psychology of New Product Adoption; John T. Gourville, June 2006 <u>oland Trust, Zeithaml, Lemon</u> Note on Innovation Diffusion – John Gourville 	
10	Growing through product and brand extensions	<ul style="list-style-type: none"> Core Text: Core Text (SBM): Chapter 12 Extend Profits, Not Product Lines: John Quelch & David Kenny; HBR Sep 1994 	GoPro: Brand Extension by Michael Marks and Jaclyn C. Foroughi
11	Product Life Cycle:	Exploit the Product Life Cycle –	Maggi Noodles in India:

	What it is and how to manage it	Theodore Levitt Nov 1965	Creating & Growing the category Mid-term quiz to be held during this class - 20 questions, 20 marks, 30 minutes
12	Managing Brand Equity over time	<ul style="list-style-type: none"> Core Text (SBM): Chapter 13 Managing Brands for the Long Term by Kevin Lane Keller 	Dove: Evolution of a Brand
13	The Challenge of Managing Global Brands Locally	Core Text (SBM): Chapter 14 2. Global Brand Management: Best Practices and Learnings From Efforts to Build the Business "Over There" by Julie Hennessey, Eric Leininger and Evan Meagher	L'Oreal: Global Brand Local Knowledge
14	Introduction to Services Marketing - 1	Book: Services Marketing by Valarie A. Zeithaml, 7th Edition	
15	Introduction to Services Marketing - 2	Book: Services Marketing by Valarie A. Zeithaml, 7th Edition	Case study - TBD

Recommended Books

- Product Management – Donald R. Lehmann and Russell S. Winer
- Strategic Brand Management – Kevin Lane Keller, M G Parameswaran, Isaac Jacob

Recommended Reading:

- Positioning: The Battle for the Mind – Al Ries & Jack Trout

Evaluation Scheme:

There will be four components of the evaluation

- Class Participation: 10 marks.** The quality of discussions by students in class will be used to assess this.
- Group Project: 30 marks.** Students will work in groups of not more than 4 on a project to be assigned to them.
- Mid-Term Quiz: 20 marks.**
- End-Term Examination: 40 marks**

Note: Some case studies would be used as a part of the course. Students are expected to work in their groups and come to class prepared with presentations on these case studies. The quality of work here will have an influence on the student's class participation marks.

Course Title: Supply Chain Management (Elective)

Course Code: OP2211

Credits: 3

Trimester: IV

Course Instructors: Dr. Lokesh Vijayvargy

Course Description:

SCM concepts are increasingly being used in business practice for initiating and sustaining organizational redesign within and across industrial sectors. Today's business world is characterized by proliferation of product variety, uncertain product volume requirements, product design changes, increasing customer expectations and shortening product and technology life cycles. Of late, Supply Chain Management has assumed a strategic perspective, as it affects the bottom line. The return on investment (ROI) of companies and, in turn, the business performance can be improved by meeting needs of customers through appropriate design of supply chains. The course on would enable students to understand the concepts and methods developed and applied by organizations in complex business environment.

Course Learning Outcomes:

At the end of the course, the students should be able to:

- Comprehend complexity and challenges of managing a supply chain.
- Manage SCM Drivers and obstacles for improving efficiency and effectiveness
- Apply the contemporary frameworks for improving supply chain performance

Tentative Session Plan:

Session No. (2 hours/ session)	Topic/ Sub Topic	Reading Reference	Pedagogy	Session Learning Outcomes
1.	Opening (Course overview, Need of course, Expectations, Evaluation)	Text, Ch 1	Case : In the success stories of H&M (Hennes & Mauritz), Zara, Ikea and Walmart, luck is not a key factor	At the end of session, the student will be able to familiarize themselves with the significance of SCM and relevance of SCM function in a firm.
2.	Managing Supply Chain is managing Business, on temporary Issues and Challenges	Text, Ch 1	Class Discussion Video: What is Supply Chain	At the end of session, the student will be able to conceptualize the key concepts of SCM
3.	Efficient Vs Responsive SCM (SC Strategy)	Text, Ch. 2	Case Discussion	At the end of session, the student will be able to conceptualize the key concepts of SCM

4.	Key Drivers and enablers in Supply Chain Management	Text, Ch. 3	Class Discussion Case: Seven-Eleven Co	At the end of session, the student will be able to drivers and enablers of SCM and their Role
5.	Comparison of Online and Store based supply chain Models		Class Discussion Case Analysis	At the end of session, the student will be able to differentiate parameters of online vs offline business
6.	Role of Distribution in SCM ; Factors influencing network decisions.	Text Ch. 4	Class Exercises	At the end of session, the student will be able to understand impact of facility on SCM performance
7.	Type of Distribution Network in SCM	Text Ch. 4	Class discussion Or Industry visit	At the end of session, the student will be able to various distribution networks and influencing factors.
8.	Design of Distribution Network	Text Ch. 4	Case Discussion	At the end of session, the student will be able to apply the knowledge for identifying steps in designing a suitable distribution strategy.
9.	Design of Distribution Network	Text Ch. 4	Excel class	At the end of session, the student will be able to design SCM Network in certainty environment.
10.	Design of Distribution Network	Text Ch. 4	Excel class	At the end of session, the student will be able to design SCM Network in certainty environment.
11.	Role of Network in Supply Chain, Factors influencing network design decisions, Framework for Network Design	Text Ch. 5	Class Exercises	At the end of session, the student will be able to design SCM Network in certainty environment.

	decisions, Models for facility location and capacity allocation			
12.	Integrated Approach of SCM and role of SCM Players	Note	Beer Game	At the end of session, the student will be able to know the role of different players of SCM
13.	Integrated Approach of SCM and Bull whip effect	Ch. 10	Beer Game Class Discussion	At the end of session, the student will be able to know that why integrated system require in business
14.	Inventory Management in SCM in certain market	Ch. 11	Class Discussion	At the end of session, the student will be able to manage supply to improve synchronization in a supply chain in predictable and unpredictable variability
15.	Inventory Management in SCM in uncertainty Market	Ch. 12	Class Discussion Exercise Industry visit	At the end of session, the student will be able to understand role of inventory management in SCM
16.	Make Vs Buy: The strategic approach (Sourcing/Outsourcing)	Ch. 15	Class Discussion	At the end of session, the student will be able to understand Sourcing important in SCM and Sourcing Strategies
17.	Vendor development & Selection	Ch. 15	Exercise: Develop supplier selection criteria using at least five Qualitative and	At the end of session, the student will be able to select vendor for a firm

Reading Materials:

- Sunil Chopra, Peter Meindl, D. V. Kalra (2016). *Supply Chain Management: Strategy, Planning, and Operations*. 5th Edition. New Delhi, Pearson.
- D. S. Levi, P. Kaminsky, E. S. Levi, R. Shankar (2011), *Designing & managing the Supply Chain Concepts, Strategies & Case Studies*, 3rd edition, Tata McGraw Hill
- Janat Shah (2016), *Supply Chain Management: Text and Cases*, Pearson New Delhi.

- R. B. Chase, R. Shankar, F. R. Jacobs, N. J. Aquilano (2010), *Operations & Supply Management*, 12th edition, McGraw Hills
- V. Sople. (2010). *Logistics Management*. 2nd Edition. Noida. Pearson Education.
- D. K. Agrawal. (2010). *Supply Chain Management: Strategy, Cases and Best Practices*. 1st edition. New Delhi. Macmillan Publishers India Ltd.

Evaluation Scheme:

Component	Weightage (100)
Quiz-1	10
Quiz-2	10
Assessment	10
Class Participation	10
Presentation	20
End Term	40

Trimester V

Course Title: Strategic Business Management

Course Code: ST2201

Credit: 3

Trimester: V

Course Instructors: Mr. Mahesh Narayan

Course Description:

Strategic Business Management is a course intended to provide an orientation to and offer a basic framework of crafting and implanting a long-term business strategy of a firm. The course is offered with the intention of meeting a three-fold purpose: The first, to offer few basic skill-sets necessary to frame the business purpose, objectives and vision/mission of a firm and to develop a strategy to operate in a sustainable way; the second, to give a toolkit to students to address the challenges of implementing strategy in diverse environments and competitive scenarios; and thirdly to offer a critical review of various theoretical and conceptual frameworks available in strategy area to build and lead organizations in the present increasingly globalised economy of the country, in a successful way.

The course, expects that the students to have had an exposure to all functional areas of management and that they would be able to apply the knowledge and skills of these functional streams while pursuing this course on Strategy.

Course Objectives

- To learn define a sense of purpose and drive the formulation of objectives and goals, by way of a vision, mission and strategy;
- To learn to perform various analyses and attempt strategy formulation in a given firm's context;
- To examine and appreciate the various types of strategic decisions firms make to gain and sustain competitive advantage;
- To examine the various aspects of strategy implementation and control systems in an organizational context; and
- To orient the students to focus on issues related to sustainability of the organization in association with its competitiveness

Course Learning Outcomes:

The broad learning outcomes of this course for the students would be:

- Diagnose how firms recognize a sense of purpose: which is expressed in the form of a vision/mission and how purpose in turn drives the formation of objectives and goals.
- Appraise the relationship between firm purpose and strategy.
- Perform various analyses - including macro and micro environments and competitor analysis for strategy formulation.
- Identify the various types of strategic decisions firms make to create, enhance and sustain competitive advantage.
- Craft competitive business strategy for a given firm to achieve its purpose and goals by integrating the functional strategies with resources and competitive pressures
- Appraise different dimensions of strategy implementation and its relationship with leadership of the firm and link the issues of strategic leadership to the pursuit of strategic goals; and
- Develop feedback and learning systems for strategic control of a firm and its sustainability

Tentative Session Plan:

Sl. no	Session topic/minor events	Method	Text book chapter	Caselet Submissions	Readings	Concepts Learnt
1	Introduction to the course; case study pedagogy; What is Strategy	Interactive presentation	-	Robinhood (Text Book)	What is Strategy? in <i>Harvard Business Review</i> 1996, by M Porter	overview; case study method
2	The managerial process of crafting and executing strategy	Interactive session; class discussion	ch. 1 & 2	Think about a business that you know well. How would you describe its strategy? What helpful and unhelpful things have you seen done 'in the name of strategy'?		overview of strategy and its frameworks
3 & 4	Analyzing a company's external environment	Interactive session	Ch.3	Why did Thomas Cook Shut down?		environmental appraisal methods and frameworks
5& 6	Analyzing industry environment		Ch.4		"Industry Analysis," chapter 7, David Besanko, David Dranove, and Mark Shanley, <i>Economics of Strategy</i> .	internal environment appraisal – industry
7& 8	Analyzing a company's resources, Capabilities & Competitiveness	interactive session	Ch.4	Will Spotify's entry to India harm Indian music streaming industry?	Arcelor Mittal – a study	internal appraisal - firm's value chain and business flow analysis

9	Competitive mapping of a company's position; value chain analysis	Interactive session	Ch.4	How will Fintech evolve in India ?		value chain analysis
10	The five generic strategies	Interactive session	Ch.5	Which generic strategy does the Indian ecommerce players adopt?	-	competitive strategies as well as other strategies' concepts
11	Strategic choices and comparative assessment	<i>interactive session</i>	Ch.8	What should Nokia do to compete in today's mobile market?	-	analysis using VRIO framework
12	Identification of appropriate strategy and value chain restructuring	Class presentations on assigned tasks	Ch.8		-	crafting strategy
13	Establishing competitive position by core competencies	interactive session		Amazon in India	-	competitive advantage and core competencies evolution
14 & 15	Developing a strategic fit between industry and company	Interactive session	Ch.8		-	
16	Strategies for multiple businesses - diversification strategies	Interactive session	Ch.9	Please call out the strategies followed by any one of the Indian Conglomerates	-	
17	Vertical Integration				-	

18	Executing a strategy and ensuring success; resource strength creation; value drivers and operations	<i>interactive session</i>	Ch.10, 11 and 12		-	resource strengths creation; internal operations linkages and driving value
19	Strategic Control Systems and tools-BSC	Interactive Session			Putting Bsc To Work	
20 & 21	Emerging concepts and their relevance				Blue Ocean Strategy, in Harvard Business Review 2004, by WC Kim, R Mauborgne.	
22	Sustainability		Ch 9		-	Ethics, CSR & Sustainability
23	Driving competitiveness through technological prowess			How can companies use AI as a competitive advantage?	-	
24	Strategic role of different functions in organization	Interactive Session		-	-	
25	Project Presentations	Student Presentations				
26	Project Presentations	Student Presentations			-	

Prescribed Text Book:

- Thompson J, and Strickland, *Crafting and Executing Strategy*, Concepts and Cases, 18 ed, McGrawHill, New Delhi

Reading Materials:

- Porter M E., *Competitive strategy*, Free Press, New York, 1980;
- Porter ME., *Competitive Advantage*, Free Press, New York, 1986
- Barney j., *Gaining and Sustaining Competitive Advantage*, 3 Ed, Prentice Hall of India, New Delhi;
- Concepts in Strategic Management and Business Policy, Pearson, 13ed, New Delhi

Evaluation Scheme:

Components	Weightage %
Cases	10%
Project presentations	30%
Mid-term examination	30%
End-term examination	30%

Course Title: Organizational Behaviour and Human Resource Management

Course Code: BS2102

Credits: 3

Trimester: V

Course Instructors: Dr. Richa Mishra

Course Description:

People are core to the organization. The course will introduce the people-related challenges of organizational life within and outside organizational boundaries and the fundamental concepts of human resource management, including its nature, scope, functions and importance. The focus of this course will be on increasing one's awareness of, and to build proficiencies in dealing with the challenges effectively. The course also intends to familiarize students to the principles and practice of human resource management as it is essential to manage enterprise effectively.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

1. Appreciate the multiple dimensions of individual variations in Human behavior.
2. Interpret organizational problems in terms of individual, interpersonal and group processes.
3. Explain and analyze the importance various functions of human resource management.
4. Exhibit an understanding of the important role that human resources play in an organization

Course Content:

1. Introduction to Organizational Behavior <ul style="list-style-type: none">• What Is Organizational Behavior? The importance of interpersonal skills. Management functions, roles, skills.• Approaches to OB-Scientific, Behavioral and Contingency Approaches
2. Individual Determinants of Behavior <ul style="list-style-type: none">• Demographic differences as a predictor of behavior.• The facets of personality and how it reflects individual differences: Personality traits and its effect on employee behavior.• Perceptual Interpretation and its role on employee and behavior. Behavioral Responses as an outcome of learning.• Attitude Formation and Change as an result of changing motivational function, resolving cognitive dissonance and assigning causality of behavior. (attribution theory)• Motivational theories and process
3. Foundations of Group Behavior <ul style="list-style-type: none">• Dynamics of group behavior• Conflict Management• Leadership

4. The Organization <ul style="list-style-type: none"> • Organization structure and design • Change and Development • Culture and Climate
5. Introduction to HR, Linking OB and HR, Challenges to HR
6. Human Resource Planning <ul style="list-style-type: none"> • Process of HRP and Factors affecting HRP • Demand and Supply forecasting • Recent Trends in HRP
7. Recruitment and Selection <ul style="list-style-type: none"> • Sources of Recruitment & Factors affecting • Recruitment • Job Analysis & Job Specification • Purpose and Techniques of Job Description
8. Training and Development <ul style="list-style-type: none"> • Need and Importance of Training • Techniques of Training • Benefits of Training and MDP • Job Enlargement & Job Enrichment • Job Evaluation
9. Compensation Management <ul style="list-style-type: none"> • Objectives and Factors Influencing it, Steps in establishing Pay Rates, Components of Pay. • Managerial compensation & other trends in Compensation • Determining Pay Rates for Positions • Hourly, Salary and Incentive-Based Pay
10. Performance Appraisals <ul style="list-style-type: none"> • Need, Importance and Benefits of Performance • Techniques of Performance Appraisal
11. Career Planning <ul style="list-style-type: none"> • Career Planning and succession planning • Retaining and Motivating

Reading Materials:

1. Robbins, S. P. Timothy.A.,J.,&Vohra.N,. (2014). Organizational Behavior: 15Th Edition. Pearson Education India.
2. Luthans, F. (2015). Organizational behavior: An evidence-based approach. 12th Ed.McGraw-Hill Education.
3. Rao, V.S.P. (2002). Human Resource Management: Text and Cases. New Delhi: Excel Books.

Reading List for HRM Topics:

1. Huselid, M. 'The impact of human resource management practices on turnover, productivity, and corporate financial performance', Academy of Management Journal 38(3) 1995, pp.645-70.
2. Barclay, J. 'Improving selection interviews with structure: organisations' use of "behavioural" interviews', Personnel Review 30(1) 2001, pp.81-101.
3. Barrick, M., M. Mount and T. Judge 'Personality and performance at the beginning of the new millennium: what do we know and where do we go next?', International Journal of Selection and Assessment 9 (1/2) 2001pp.9-30
4. Bretz Jr., Robert D.; Ash, Ronald A.; Dreher, George F., Do people make the place? An examination of the attraction-selection-attrition hypothesis.; Personnel Psychology, 1989, 42, p561, 21p
5. Campion, Michael A.; Palmer, David K. A review of structure in the selection interview. Personnel Psychology, Autumn97, Vol. 50 Issue 3, p655, 48p, 3 charts
6. Alliger, George M.; Tannenbaum, Scott I., A meta-analysis of the relations among training criteria.; Personnel Psychology, Summer97, Vol. 50 Issue 2, p341, 18p
7. Baldwin, Timothy T.; Ford, J. Kevin., Transfer Of Training: A Review And Directions For Future Research.; Personnel Psychology, 1988, Vol. 41 Issue 1, p63, 43p
8. Dulebohn, James H.; Ferris, Gerard R. The Role of Influence Tactics in Perceptions of Performance Evaluations' Fairness. Academy of Management Journal, Jun99, Vol. 42 Issue 3, p288, 16p
9. Balkin, D. B., Markman, G. D., & Gomez-Mejia, Luis R. (2000). Is CEO pay in high-technology firms related to innovation? ACADEMY OF MANAGEMENT JOURNAL, 43, 1118-1129.
10. Bloom, M. & Michel, J.G. (2002). The relationships among organizational context, pay dispersion, and managerial turnover. The Academy Of Management Journal, 45, 33-42.
11. Kirchmeyer, C. (1998). Determinants of managerial career success: Evidence and explanation of male/female differences. Journal of Management, 24, 673-692.

Assessment Plan:

Components	Weightage
Assignments (oral and written)	15%
Class Participation	15%
Presentation	20%
Exam I	20%
Exam II	30%

Course Title: Production Management & Operation Research

Course Code: OP2111

Credits: 3

Trimester: V

Course Instructors: Dr. Lokesh Vijayvargy

Course Description:

In today's competitive world, excellence in operational practices is a key for success for any business. The purpose of this course is to educate students on various PMOR functions in any business organization. These concepts not only will create an awareness about this functional area but will also impart skills in students for optimization of various processes and in developing competitive business practices. This course will also develop skills in students with entrepreneurial orientation. The learnings of this course will help students in making strategic decisions in long run in their careers.

Course Learning Outcomes:

At the end of the course, the students should be able to:

- Apply operations optimization concepts to take strategic decisions like Product, Process, Location, and Layout.
- Apply operations management tools and techniques to take operational decisions regarding Quality Management, Inventory Management and cost minimization.

Tentative Session Plan

Session	Topic / Sub Topic
1	Introduction (Course overview, Need of the course, Expectations, Evaluation),
2	Transformation Process, Productivity Measurement
3	Operation Research Tools: Linear Programming -Introduction and Formulation
4	Linear Programming : Formulations
5	Linear Programming: Solution Methods & Interpretation
6	Linear Programming: Solution Methods & Interpretation using Excel
7	Sensitivity Analysis
8-9	Assignment Problem: Min Cost Problems
10	Transportation Problems
11	Demand Forecasting: Introduction, Reason for forecasting
12-13	Demand Forecasting: Type of Methods
14	Capacity Planning

15	Simulation: Introduction, Random Number Generation
16	Simulation by Excel
17-18	Introduction of Project Management (PERT & CPM)
19	Waiting Line Model: Introduction
20	Waiting Line Models; Service Industry
21-23	Inventory Models: Q and P Models, Economic Order Quantity model with safety stock calculations. Inventory Management Techniques, Selective Inventory Control: ABC, VED, FSN Analysis.
24-25	Facility Location Planning and Selection: Multi Criteria Problems (AHP and Factor Rating Method)
26-27	Product Layout – Production Line Balancing.
28	Service Layout: Process Layouts
29-30	Students Project Presentation

Text Book:

- Operations & Supply Management, Chase R., Shankar R. and Jacobs F., TMH, New Delhi, 12th edition.

Reading Materials:

- Operations Management by Norman Gaither and Greg Frazier, CENGAGE Learning, Edition 9.
- Operations Management along the supply chain by Russell and Taylor, Wiley India Edition, 2012.
- Service Operations Management-Improving Service Delivery: Robert Johnston and Graham Clark, Pearson 2e.
- Service Operations Management: James Fitzsimmons & Mona Fitzsimmons, TMH

Assessment Scheme:

Assessment Component	Description	Weight (%)
Quizzes	There will be Two Quizzes.	20
Case Assignment	Students in Groups will be required to make presentation on analysis of cases/case-lets.	10
Project Presentation Class Participation	It will be on group basis (group of 4 to 6 students)	20 + 10 = 30
End Term Examination	It will be based on the total course. This will consist of case study, application-based situation questions along with conceptual review.	40

Course Title: Business Plan & Pitch

Course Code: ED2202

Credits: 3

Trimester: V

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarize students with concepts pertaining to Lean Market Validation, Value Proposition Canvas, Business Model Canvas, Blue Ocean and Red Ocean Strategy, Beach Head Strategy, Customer Persona, Founder's Agreement, and Pitch Decks. The aim is to give students a deep understanding of these concepts around product validation and marketing, while also explaining the relevance that each of them holds in the students' current ventures. With this course, they will be better equipped at understanding their ideal customers, strengthening their value proposition and identifying shortcomings and potential problem areas in their startup plans and how they can rectify them. With the help of real-life examples, visual aids, mentor connect session and various experiential market activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial settings. The assignments included will be with the intention of getting them to apply their knowledge to test theoretically, as well as with practical usage in their respective startups.

Course Learning Outcomes:

- To improve upon the students' existing strengths as learners and potential corporate/entrepreneurial leaders and address their weaknesses
- Empower students and help them learn how to present their ventures and ideas effectively
- Enable students to learn how to identify new opportunities as well as understand myriad marketing and venture development strategies and Go-To-Market strategies
- Equip students with technical knowledge around building Founder's Agreements and Pitch Decks

Course Content/Topics to be covered:

- Startup Idea Validation
- Lean Market Validation
- Value Proposition Model
- Business Model Canvas
- Blue and Red Ocean Strategy
- Customer Persona
- Beach Head Strategy
- Founder's Agreement
- Market Research for Startups
- Building your Pitch Deck

Reading Materials:

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Hook Model – Nir Eyal
3. The Lean Startup – Eric Rise
4. Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne

Evaluation Scheme:

Component	Weightage (100)
Project Based Activities/ Assignments	50
Business Plan	25
Business Pitch	25

Course Title: Communication & Identity

Course Code: CC2113

Credits: 2

Trimester: V

Course Instructors: Ms. Anushree Dixit

Course Description

This course enables students to explore their personal and professional identities, to create their distinctive presence. It intends to help them gain an understanding of the basic purpose, benefits, and responsibilities of self-presence, and to begin the process of defining their values, strengths, and goals.

Course Learning Outcomes

The students will be able to:

- Analyze their personal identities, both private and social
- Identify their different values, strengths and areas of professional interest
- Articulate their personal statement and use it to craft an influential pitch
- Express themselves through various communication formats, on different platforms

Course Contents:

- Self- identity
- Personal Statement
- Internal confidence or “principle centred living”
- External and internal locus of Identity
- Steps to build Personal Brand
- Online presence
- Elevator Pitch, Cover Letter
- Presence in Personal Interviews

Evaluation Scheme

S. No.	Components	Weightage
1	Assignments (oral and written)	40%
2	Class Participation	20%
3	Presentation	40%
	Total (100)	100%

Course Title: Business Law

Course Code: LS2103

Credit: 1

Trimester: V

Course Instructors: Mr. Satish Handa

Course Objective:

Ignorance of Law is no excuse

To familiarize with legal environment in which the business entities operate and provide basic application of relevant legal provisions and their impact on business decisions and operations.

Course Contents:

1. Introduction to Legal Environment
2. Business Contracts
 - a. Indian Contract Act. 1872
 - b. Sale of Goods Act. 1930
 - c. Special Contracts
 - i. Contract of Bailment, Pledge
 - ii. Hypothecation, Indemnity & Guarantee
3. Companies Act. 2013
4. Lease and Mortgage
5. Drafting of Deeds

Assessment of Students

The Laws depend not being on read but on being understand.

The assessment of students made on understanding of basic concepts, conceptual understanding, analytical ability and application of concepts.

The ability of students tested on the basis of

Test - 30%

Assignment - 20%

Class presentation- 20%

Project - 20%

Attendance - 10%

Course Title: Learning & Development Strategies (Elective)

Course Code: BS2103

Credits: 3

Trimester: V

Course Instructors: Dr. Richa Mishra

Course Description:

Given the development and innovations in business and technology, organizations are constantly upskilling and reskilling the workforce to survive the fast paced change and stay relevant. To achieve these objectives, this course aims at developing L&D professional to design and deliver effective learning solutions to the organizations. The course will help students to understand and use various methods and systems to identify various Learning needs and requirements.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

1. Explain how learning and development support the achievement of organisational objectives
2. Describe the training and development process, especially the needs assessment and evaluation phases.
3. Conduct training need analysis
4. Design a training plan to meet learning and development needs.

Course Contents:

MODULE	TOPICS
Introduction to Employee Learning & Development	<ul style="list-style-type: none"> • Introduction & Objective to the training design model and process • Forces influencing working and learning, snapshot of training practices and infrastructure
Competency Basics & Competency Mapping	<ul style="list-style-type: none"> • What Is Competency • Competency Iceberg Model • Why Competencies • Classification of Competencies • Competency Measurement • Creating A Competency Maps
Competency Assessment	<ul style="list-style-type: none"> • Competency Assessment Basics • Gilbert's Model for Individual Diagnosis • Training Needs Analysis • What Are Assessment Centers • Types of Assessment Center Techniques • Steps in Creating an Assessment Center

Training design	<ul style="list-style-type: none"> • Training Design Steps • Setting Learning Goals • What Are Objectives • Bloom's Taxonomy of Learning • Specifying Objectives • Differences Between Goals and Objectives • Assess Modes • Designing Training • Designing The Course • Sequencing Active Training Activities
Training Evaluation & ROI	<ul style="list-style-type: none"> • Training Evaluation and Follow-up • Four Levels of Kirkpatrick Training Evaluation process • Reaction Level • Types of Tests • Action Planning-Level 3 Assessment • Producing The Action Plan • Assessing The ROI of Training • The Process Of Calculation ROI
Challenges in learning & Development	<ul style="list-style-type: none"> • Training issues resulting from external Environment. • Training issues resulting from internal needs of the company.

Reading Materials:

- Noe, Raymond A. (2008). Employee Training and Development. New Delhi: TMH.

Websites:

- The Society for Human Resource Management: www.shrm.org
- The Society for Industrial and Organizational Psychology: www.siop.org
- Academy of Human Resource Development: www.ahrd.org
- The Society for Organizational Learning: www.solonline.org
- Association for Talent & Development (the old "ASTD"): www.td.org
- International Society for Performance Improvement: www.ispi.org

Assessment Scheme:

Components	Weightage
Assignments (Presentations/Quiz/Viva)	15%
Class Participation	15%
Exam I	30 %
Project	20%
Presentation	20%

JK Lakshmipat University

Course Title: Creativity in Business (Elective)

Course Code: CC2106

Credits: 2

Trimester: V

Course Instructors: Prof. A Balasubramanian

Course Description:

“Creativity is bringing into existence an idea that is new to you.” Carl Kinsey Goman.

In an ever changing business environment, it is important to be creative. This elective will look at ways in which creativity can be harnessed to create better businesses. This will be done through interactive sessions, presentations and short assignments.

Topics to be Covered:

1. Introduction to Creativity
2. Your creativity quotient. How to assess how creative one is.
3. Creative thinking processes.
4. Blocks to creativity, identifying them and try getting over them with the understanding of Block busters.
5. Techniques for Idea generation. Examples of using them.
6. Group Creativity. Dynamics of ideating in a group. PPR technique.
7. Case studies. Milk Basket, Amazon.
8. Design thinking : What’s it and how does one engage with it to get innovative.
9. Problem perception. Mapping the pain points. Understanding them. Developing empathy.
10. Creative marketing case studies. Indigo airlines.
11. Start up Creativity. Case studies.
12. Systems thinking for problem solving.
13. Final Assignment.

Evaluation Criteria:

- Class participation 20%
- Final assignment - 80%

Course Title: Financial Markets and Services (Elective)

Course Code: FA2202

Credits: 3

Trimester: V

Course Instructors: Dr. Lokanath Mishra

Course Description:

The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. You will see the difference between primary and secondary markets and learn about markets for different products. You will also look at various economic Indicators and their influence on the markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The subject will introduce the students to modern, twenty first century financial system having features such as derivative market; bourses such as NSE, MCX -SX; foreign exchange market and financial services such as mutual funds, credit rating, factoring, merchant banking etc. besides giving an overview of the International finance field. After completing this course, you will have a much stronger background of operation of financial markets and services.

Course Objectives:

To enable students to understand the working of financial markets and dealing with its products and services.

Course Learning Outcomes:

On completion of the course students should be able to:

- Appreciate the role of financial markets and dealing with its products.
- Acquainting with working of stock exchanges and settlement process
- Apprehend Financial service sector contribution and role in a well efficient financial system

Course Content:

1. Money Market and Capital Market
2. Derivative Markets
3. Foreign Exchange market
4. Mutual funds
5. Leasing, Housing Finance, Credit Rating and factoring.

Session Plan:

Topic	No. of Sessions	Details
Introduction	2	components of Financial System and their Interrelationship
Money Market	3	Chapter from Book
Capital Market: Primary Market	3	Chapter from Book
Secondary Market	3	Chapter from Book
Derivative Market	6	Concepts and Numerical from Book
Foreign Exchange Market	6	Concepts and Numerical from Book
Mutual Funds	4	Concepts and Numerical from Book
Leasing, Housing Finance,	2	General Idea and case lets
Credit Rating, Factoring	1	General Idea

Reference books:

- Financial Institution and Markets by Meir Kohn 2nd Edition, Oxford University Press, New Delhi.
- Indian Financial System by Bharati V. Pathak, 4th Edition, Pearson Education , New Delhi.

Additional readings, cases, and numerical problems will be provided as part of the course

Evaluation Scheme:

Quiz 1	10%
Quiz 2	10%
Assignment 1	20%
Assignment 2	20%
Class participation (incl. assignment, numerical)	10%
End- Term Exam	30%

Course Title: Retail Banking & Operations (Elective)

Course Code: FA2203

Credits: 2

Trimester: V

Course Instructors: Mr. Praveen Arora

Course Description:

The course covers

- a) Evolution of retail banking in India
- b) Constituents of retail banking
- c) High level overview of retail banking operations
- d) The future ahead

Course Learning Outcomes:

- a) Retail banking...
 - a. Key tenets and guiding principles
 - b. Key operating efficiency and profitability levers
- b) Careers in retail banking

Course Content/Topics to be covered:

- a) History of banking and evolution of retail banking
- b) Retail liability products
- c) Retail liability operations
- d) Retail asset products
- e) Retail asset operations
- f) Retail risk management
- g) Microfinance and financial inclusion
- h) Technology... changing the way retail banking works

References (Textbooks/case studies/articles): Course handouts will be provided with relevant references to chapters, articles, and case studies.

Evaluation Scheme:

Component	Weightage (100)
Presentation ... 4 topics in teams of 2	40%
Quiz	20%
Final exam	40%

Course Title: B2B Marketing (Elective)

Course Code: MA2212

Credits: 2

Trimester: V

Course Instructors: Mr. Somraj Bhattacharjee

Course Description:

Business-to-business (B2B) turnover and sales volumes constitute a major portion of any market economy's output. This course tries to focus on the skill sets students need to understand the unique requirements of business customers and succeed in marketing and management roles within B2B businesses and enterprises. The sessions on B2B marketing shall delve further on the skills required for succeeding in this environment, including: organizational buying and selling models; launching B2B products and services; pricing a product line; sales management and support; managing distribution partners; and social media for B2B promotion.

Course Objectives:

The specific objectives of the course are:

- To develop an appreciation for the significance of B2B marketing scenarios in any business enterprise.
- To understand the intricacies of solving managerial problems for Industrial Marketers.
- To sensitise the participants regarding the specifics and nuances of B2B, vis-à-vis B2C scenarios.

Session Plan:

Session No.	Topic	Reference Readings
1-2	B2B Marketing-Overview and framework of the topic	Class slides/ pre- read articles
3-4	Planning and performance assessment (internal): How to approach a B2B scenario?	Class slides/ pre- read articles
5-6	Product and pricing strategies in B2B markets	Class slides/ pre- read articles
7-8	Customer behaviour in B2B markets: Purchasing process and functions	Class slides/ pre- read article/cases*
9	Marketing Channels and their role in B2B environments	Class slides/ pre-read article/cases*
10-11	Market and competitor analysis (external): How to evaluate the ecosystem in any B2B environment?	Class slides/ pre- read article/cases*
12-13	Communication strategy and the importance of Business Marketing Communication (Promotion)	Class slides/ pre- read article/cases*
14-15	The art of selling in a B2B ecosystem: Direct and indirect sales perspectives	Class slides/ pre-read article/cases*

16	B2B marketing dynamics in a Global Framework (Brief layout)	Class slides/ pre- read article/cases*
17-20	Group presentations/ assignments/ submissions	To be announced in-class

Note: Sessions 1 to 6 will cover the basic introduction and scope of the subject. Sessions 7 to 16 would delve further into the concepts and have class discussions based on cases and sessions 17 to 20 would cover the group assignments and presentations.

Text Book:

- Alan Zimmerman, Jim Blythe_Business to Business (2013); Routledge

Evaluation Scheme:

Class Participation and Discussion	20%
Group Projects / Assignments/Quiz	40%
End Term Examination	40%

Course Title: Advance Topics in Operations Management (Elective)

Course Code: OP2212

Credits: 2

Trimester: V

Course Instructors: Mr. Ramgopal Prajapat

Course Objective:

Introduce concepts and techniques related to the Operations Strategy, control, and improvement of both manufacturing and service operations.

1. Demonstrate an Operations strategy and how it fits into overall strategy of the firm
2. Demonstrate an understanding of Quality , JIT & lean production systems
3. Understand the link between process characteristics and other strategic choices.
4. Apply tools and techniques for analysis of Production Scenarios.

Course Contents:

- Key concepts of Operations Management:
 - Basics of Ops Management: Product, Process, Capacity, Inventory, Supply chain, Quality, JIT, MRP
- Operations Strategy:
 - Components of Ops strategy
 - Market requirements' Vs. 'Operations resource' view of operations strategy
 - Operations Manager: Key Decisions
 - Trade Offs & Ops strategy
- Managing Quality:
 - Quality & Its dimensions
 - Evolution of Quality Management
 - TQM & tools of TQM
- JIT and Lean production systems :
 - Introduction to JIT & Lean systems
 - Waste & Variability
 - JIT partnerships
 - JIT Layouts
 - JIT & Inventory
 - JIT Scheduling, Kanban
 - Lean Systems
- Quantitative methods for Operations Management -
 - LPP, Transportation, Assignment, Forecasting, Analytical Queuing Models
- MRP & ERP : 3
 - Introduction to MRP & ERP
 - MPS, BOM, Inventory Records
 - MRP Structure & Management
 - ERP , Advantages & Disadvantages
- Book review & Presentation on : The Goal

Evaluation Scheme:

Component	Weightage (100)
Book Review 1. Prepare a written analysis of one case; 2. Prepare a 3-page review of the book <i>The Goal</i> by Eliyahu Goldratt; and 3. Prepare a written report on one of the topics provided in the class	70%
Quiz	30%

Trimester VI

Course Title: Funding & Launching

Course Code: ED2203

Credits: 2

Trimester: VI

Course Instructors: Mr. Apoorv Bamba

Course Description:

In this course, students will also undergo the early stage entrepreneurial journey, following the process of idea generation, design thinking, market research, product development, business model, business pitch and entrepreneurial finance. The aim is to give students a deep understanding of these concepts around product validation and marketing, while also explaining the relevance that each of them holds in the students' current ventures. With this course, they will be better equipped at understanding their ideal customers, strengthening their value proposition and identifying shortcomings and potential problem areas in their startup plans and how they can rectify them.

With the help of real-life examples, visual aids, mentor connect session and various experiential market activities - the students are expected to understand the concepts in depth and be able to apply them in their actual entrepreneurial settings. The assignments included will be with the intention of getting them to apply their knowledge to test theoretically, as well as with practical usage in their respective startups. While many students can think of business ideas, they need to assess if they feel passionate about the idea and understand how to take action on it. The course will cover fundamentals, real practice and necessary tools around entrepreneurship through academic sessions, mentor workshops, in-class activities, industry visits, on-ground research and out-of- classroom activities.

Course Learning Outcomes:

- Develop the ability to understand and analyse the various aspects of entrepreneurship.
- Learn to ideate, design, market and pitch products or services to the right audience.
- Apply concepts such as design thinking, value proposition and business model in replication of the entrepreneurial process.
- Learn to define and communicate a business concept and fine tune their presentation skills.
- Learn how to identify new opportunities as well as understand myriad marketing and venture development strategies and Go-To-Market strategies

Course Content/Topics to be covered:

- Basics of Fundraising
- Types of Funding
- Sources of Funding
- Crowdfunding
- Running a crowdfunding campaign
- Launch Essentials
- Acquiring early customers
- Marketing Strategies
- Entrepreneurial Journey
- Reflection on process of entrepreneurship

References (Textbooks/case studies/articles): Course handouts will be provided with relevant references to chapters, articles, and case studies.

Evaluation Scheme:

Component	Weightage (100)
Case Study	30
Team Presentation	20
Term-End Assignments	50

Course Title: Critical Thinking for Decisions at Workplace

Course Code: CC2114

Credits: 2

Trimester: VI

Course Instructors: Dr. Richa Mishra

Course Description:

In today's world, the idea of right and wrong is being challenged by businesses, use of technology, economic conditions, and norms of societies. The relevance of a well-reasoned decision is crucial. This course intends to make students take better decisions keeping in mind purpose, context, and ethics.

Course Learning Outcomes:

The students will be able to:

- Describe and analyze appropriate problem-solving and ethical decision-making processes
- Choose the most effective and logical decision among multiple alternatives
- Evaluate solutions and anticipate likely risks based on purpose, context and ethics
- Use strategies to achieve better team problem-solving in a workplace

Topics to be Covered

- Decision Making: Definition and Type
- Steps of Decision Making
- Ethics and Decisions
- Importance of purpose and context
- Problem analysis best practices
- Decision Implementation Techniques
- Barriers to Sound Reasoning
- Comparing alternative solutions

Assessment Plan:

Components	Weightage
Assignments	20%
Class Participation	20%
Quiz	20 %
Project/Presentation	40%

Course Title: Special Topics in Management

Course Code: ST2202

Credits: 2

Trimester: VI

Course Instructors: Dr. Lokanath Mishra, Dr. Sheetal Mundra, Dr. Richa Mishra, Dr. Upasana Singh, Dr. Sameer Mittal

Course Objective:

The primary objective of this course to provide an integrated view of the core/fundamental concepts across various domains and at the same time provide necessary inputs to the graduating students that directly help them in enhancing their job-performance once they are absorbed in the job market. The course is largely discussion-oriented and will heavily rely on the use of case method as the pedagogy. Spread over five modules, the broad topics to be covered in various modules are as under:

Module 1: Cases/Problems in Finance & Accounts (Dr. Loakanth Mishra)

- Refresher Module on basic taxonomy of Finance and Accounts (include review of key terminology)
- Financial Arithmetic
- Analyzing Financial Statements (Ratios, Leverages)
- Security Valuation Discounted Cash Flow valuation

Case Studies in valuation (perhaps one on Calculating RoI, one on valuation of a startup, one on valuation of company or business for acquisition)

Session Plan:

Session No	Topics Coverage	Remarks
1-3	Basic Taxonomy of Finance and Accounts	Students will be evaluated with their basic knowledge and acquaintance with the key terms in the area of accounts and finance. 50 key terms will be discussed. (2 Hours) Reading the Financial statements of a company and understanding the figures and relations and interpretations (JK Tyre Ltd financial statement 2018-2019)
4-5	Financial Arithmetic	Simple interest, Compound interest(ASQMDH), Annuity, Loan amortization schedule, NPV, IRR,PI
6-7	Analyzing financial Statements	Earning Quality Analysis, Balance sheet Analysis, Cash flow Analysis, through Ratios, Vertical and Horizontal Analysis)
7-8	Analyzing Financial Statement	Financial Statement Analysis Case Study- Shree Cement Ltd.
9-11	Company Valuation	Case study- Valuation of Ashok Leyland/ or Hero Motor Corporation Limited.
12-14	Evaluation- Group of 4 Students will make Presentation	Each Group will be make presentation on Selected Company Given to them on Financial Statement Analysis through Ratio/ Common Size Statement or company valuation.

Key Terms:

Income Statement, Balance Sheet, Current Asset, Current Liability, Non-current Assets, Non-current Liability, Net Worth, Profit/Earning- Gross profit/Operating Profit/ Net profit/PBT/PAT/EBITDA /EBIT, ROI, Operating Expenses, Non-Operating Expenses, EPS, DPS, Market Value and Book Value of Share, Capitalization, Capital Structure, Financial Structure, Wealth Maximization, Liquidity Decision, Dividend Decision, Financing Decision, Investment Decision, Bond, Debenture, Financial System, Money Market, Capital Market, Primary Market, Secondary Market, FII/DII, SENSEX, ADR/GDR/IDR, Depository, Credit Rating, Leasing/Hire Purchase, Factoring, Derivative, Mutual Fund, Foreign Exchange- Direct Quote/Indirect Quote, Hedging, Call option, Put option and Forward.

Module 2: Economics and Business Environment Issues (Dr. Sheetal Mundra)

- Review of key Terminology (50 terms to know well)
- Key Indicators of Macroeconomics
- Indian Economy at a Glance – will be good to make students understand trends – how has GDP, GNP, National Income, Average income, Distribution of income and GDP grown since independence, what major events led to this; concept of purchasing power parity and its implications (relevant example for them may be how placement salaries for overseas jobs actually are similar to placement salaries in India in PPP terms)
- Case Studies on (if you mean the lehmann and subprime crisis, that is fine – and what it meant for companies and people in India: should we do case study on demonetization in India,
- Basic Firm economics – Demand-supply-price relationships

Module 3: OB & HRM at Work (Dr. Richa Mishra/Dr. Upasana Singh)

- Review of key Terminology (50 terms to know well)
- Do a case study on building an organization for a young organisation in India which scaled from a startup of 2-4 founders to thousands of people
- A case study on transformation of an old low performing company to a high performing one using many of the HR levers below.
- TA

Module 4: Operations in Action (Dr. Sameer Mittal)

- 8 hours Review of key Terminology (50 terms to know well)
- Play the Beer game (or equivalent) and bring out how Operations, sales and production need to be integrated
- Case study in Capacity Planning Case Study in Inventory Management (EOQ)
- Case study in logistics Case study in Statistical Quality Control

Assessment Plan:

Components	Weightage
Module-1 (Finance and Accounts)	25
Module-2 (Economics)	25
Module-1 (OB & HRM)	25
Module-1 (Operations)	25

Course Title: Cases in Sales & Marketing (Elective)

Course Code: MA2202

Credits: 2

Trimester: VI

Course Instructors: Mr. Jishnu Changkakoti

Course Description and Objectives:

This course is meant to prepare final term MBA students for their upcoming work life. This is done by revisiting the sales and marketing concepts that they would have learnt over the course of the MBA programme and, through a series of India-based examples and case studies, enabling them to understand how to apply these concepts to real-life work situations.

Case Studies to be used in the course

- TERACOM LIMITED: APPOINTING A CONSUMER DISTRIBUTOR - Rajeev Kum- ra - W16457
- FARM HARVEST: A DISTRIBUTION DILEMMA - Semila Fernandes, Pooja Gupta, and Vidyasagar A - W18698
- DRISHTI EYE CENTRE: MANAGING A SALES FORCE - Rajeev Kumra - W17129
- AMUL DAIRY: CAMEL MILK LAUNCH IN INDIA1 - Sandeep Puri, Brij Mohan Taneja, Pratibha Gupta, and Anirudh Menon - W16098
- HEALTH FOR ALL: DR. REDDY'S LABORATORIES AND RURAL INDIA (A) - Chandrasekhar Sripada, Padma Rajeswari Tata and Athanasios Kondis - IMD848
- SALES PERFORMANCE MANAGEMENT IN KRC - Jaydeep Mukherjee - Vision 17(1) 63-71 © 2013 Mdi Sage Publications
- CASTROL INDIA LIMITED: AN INNOVATIVE DISTRIBUTION CHANNEL - Renu- ka Kamanth - W16643

Class Schedule:

Hours	Topics	Reading Material	Case Study	Daily assignment for students
0-2	How to analyze case studies			Prepare case study for presentation in class
3-4	Digital marketing recap			Digital marketing assignment - to be submitted after 1 week
4 - 5.15	Case study discussions		Case study 1: Drishti Eye Care	
5.15 - 6.45	Recap of sales and marketing - key terms to know	Glossary of terms to be given to students		
6.45 - 8	Case study discussions		Case study 2: Amul Camel Milk	
45 min	Quiz 1 on marketing & sales terms	On Wednesday, 19/02/2020		
9 - 10.15	Case study discussions		Case study 3: Castroll	
10.15 -	Quiz 2 on marketing			

11	& sales terms			
11 -14	Case study discussions		Case study 4: Dr. Reddy's Laboratories - A Case study 5: Teracom Limited	
14 - 16	Marketing assignment presentations			
16 - 17.15	Case study discussions		Case study 6: Farm Harvest	
17.15 - 18	Quiz 3 on marketing & sales terms			
18 - 19.30	Case study discussions		Case study 7: Sales Performance Management in KRC	
19.30 - 20	Recap/feedback session			

Assessment Plan:

Components	Weightage
Quizzes (3 x 15 marks)	45
Project	30
End Term Exam	25

Course Title: Security Analysis and Portfolio Management (Elective)

Course Code: FA2204

Credits: 3

Trimester: VI

Course Instructors: Mr. Praveen Arora and Dr. Lokanath Mishra

Course Description:

This subject exposes the students to the complex and myriad world of Investments and seeks to improve their skills in managing them. Many people consider investing to be a daunting activity. They are bewildered by the profusion and proliferation of investment alternatives, rattled by the fluctuations in financial prices, overwhelmed by the presence of mighty institutional investors, confounded by exotic instruments and complicated investment strategies, confused by the intricacies of the tax system, and exasperated by the financial scams that periodically rock the market. Notwithstanding these concerns, investing can be a fairly manageable, rewarding, and enjoyable experience, if one adheres to certain principles and guidelines. This course seeks to provide the students – the wherewithal to understand the securities market as any sophisticated professionals.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Understand the concept of Investment and its difference with Speculation, Gambling, Arbitrage and Hedging,
- Understand the valuation of securities and determine the fair value of a security,
- Carry out an independent Analysis of the securities, i.e., to be able to use the tools of fundamental and technical analysis for selection of security,
- Understand the concept of Diversification leading to Portfolio Management and become aware about Portfolio Management Practices in India and abroad, and
- Have hands-on practice and get flavor of real-time trading by developing and managing their virtual portfolio on India's leading web based broking site and exposure to trading software.

Session Plan:

Session	Contents	Resource Person
Module -I- Introduction to Investment		
Session 1-4	Investment setting Financial and economic meaning of Investment Characteristics and objectives of Investment Types of Investment Alternatives Choice and Evaluation Risk and return concepts. Time series analysis. Basic maths around time value of money, annuity, perpetuity needed in Module 3	Mr. Praveen Arora
Module-II- Fundamental Analysis		
Session 5-15	Fundamental analysis, Economic Analysis	Mr. Praveen Arora

	<p>Economic forecasting and stock Investment Decisions Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle Company Analysis Measuring Earnings Forecasting Earnings, Regression and Correlation in Forecasting, Revenues & Expenses, Determining P/E Ratio, Projecting Dividends, Other Performance Measurement Parameters, Applied Valuation Techniques Graham and Dodd's investor ratios.</p> <p>Expert Session by Mr. Jaideep Goswami- Value of management in company valuation How company performance changes with time Other real life examples</p> <p>Expert session by Uddipan Bagchi on valuing companies Student Evaluation 1 Quiz 20 marks</p>	<p>Moderated by Mr. Praveen Arora, open to all students and faculty (20-25 participants)</p>
Session-16-18	Presentation on "Fundamental Analysis of one Company/Industry etc. 20 marks	In between module 3 around 13-14 Feb
Module-III Portfolio Management		
Session 19-28	<p>Concept of Portfolio Management, Portfolio Diversification, Markowitz theory/ model, Efficient Frontier, Portfolio Analysis Portfolio Selection</p> <p>Capital Asset Pricing Model. Construction of a portfolio, Computing the portfolio total risk, classification of risk, minimizing and monitoring of portfolio risk and return. Portfolio analysis-security and capital market line, Beta, Levered and unlevered Beta. Portfolio Evaluation of Mutual Funds.</p> <p>Expert Session- Mr. Sujoy Ghosh (Ex ED MSCI) on efficient Portfolio Construction and using indices for optimized return management Student Evaluation-II Assignment on (CAPM/MARKOV/Portfolio Frontier) 20 marks</p>	<p>Dr. Lokanath Mishra</p> <p>Mr. Praveen Arora and Dr. Lokanath Mishra</p> <p>Moderated by Mr. Praveen Arora, open to all students</p>
Module- IV- Technical Analysis		
Session -29-32	<p>Technical analysis, Charting Methods Market Indicators. Trend reversals Patterns - Moving Average Exponential moving Average Oscillators Market Indicators Efficient</p>	Mr. Praveen Arora

	<p>Market theory.</p> <p>Expert Session by Alok Jain: Weekend investing, ex founder Rohini Capital, a notable expert on momentum trading</p> <p>Final exam: 40 marks</p>	
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Reading Materials:

- Chandra, Prasanna (2015). *Investment Analysis and Portfolio management*. 4/e. New Delhi: McGraw Hill Education (India) Pvt. Ltd. [ISBN: 978-1-25-900599-2]
- Fisher, D.E. & Jordan, R.J. (2011). *Security Analysis and Portfolio Management*. 6/e. New Delhi: Pearson Education.
- Ranganatham, M. & Madhumathi, R. (2012). *Security Analysis and Portfolio Management*. 2/e. New Delhi: Pearson Education.
- Elton, E.J., Gruber, M.J., Brown, S.J., & Goetzmann, W.N. (2012). *Modern Portfolio Theory and Investment Analysis*. 8/e. New Delhi: Wiley India (P.) Ltd.
- Ranganatham, M. & Madhumathi, R. (2009). *Investment Analysis and Portfolio Management*. 2/e. New Delhi: Pearson Education.
- Forbes, W. (2012). *Behavioural Finance*. New Delhi: Wiley India (P.) Ltd.
- Khatri, D. K. (2007). *Investment Management and Security Analysis*. New Delhi: Macmillan.
- Pandian, P. (2007). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publication Pvt. Ltd.
- Cunningham, Lawrence A. (2013). *The Essays of Warren Buffett: Lessons for Investors and Managers*. 4/e. New Delhi: Wiley India (P.) Ltd.
- Graham, Benjamin (2013). *The Intelligent Investor*. New Delhi: Harper Collins Business Publishers India.

Assessment Plan:

Components	Weightage
Company Analysis	30
Portfolio Construction	30
Written Assessment	40