



JK Lakshmipat University, Jaipur Institute of Management

Pinnacle MBA (2019-21 Batch)
Course Outlines (Trimester I to VI)

Proposed Curriculum for MBA Programme 2019-21 Batch (Trimester I to VI)

S. No.	Course Code	Course Title	Credits
Trimester I			
1	CC2111	Fundamentals of Communication	2
2	ED2111	Product Launch	2
3	EP2102	Economics for Business	3
4	FA2101	Financial Accounting for Decision Making	4
5	ID2111	Foundation of Data Analysis	3
6	LD2111	SEE Learning: Mindfulness, Compassion and Ethics	2
7	MA2101	Introduction to Marketing	3
Trimester II			
8	BS2101	Fundamentals of Human Resource Management	2
9	CC2105	Design Thinking	2
10	CC2112	Critical Thinking & Storytelling	2
11	ED2104	Entrepreneurial Mindset and Problem Identification	2
12	EP2103	Macro Economics	3
13	FA2102	Introduction to Corporate Finance	3
14	ID2112	Data Analysis for Decisions	2
15	OP2102	Introduction to Production & Operation Management	3
16	MA2105	Digital Marketing and Communication	2
Trimester III			
17	BS2102	Organizational Behavior	2
18	MA2111	Marketing Research	3
19	ID2101	Business and Intelligent Machines	3
20	ED2105	Problem, Ideas and Concept	3
21	CC2201	Perspectives on Contemporary Issues	2
22	ID2113	Business Modeling using Excel	3
23	PW2101	Capstone-I	3
Electives			
24	LS2104	Law & Citizenship	1
25	EP2281	Special Topics in Economics & Public Policy	1
26	LS2105	Filmmaking- Using Creativity to Drive Action	1
Trimester IV			
27	MA2201	Sales & Channel Management	3
28	CC2113	Communication & Identity	2
29	ED2201	Prototype & Pilot	3
30	PW2106	Business Simulation	3
31	PW2102	Summer Internship Project	6
Electives			
32	MA2211	Product & Brand Management	3
33	FA2203	Retail Banking & Operations	2
34	OP2211	Supply Chain Management	3
35	BS2104	Organization Culture & Change	3
36	FA2205	Options, Futures and Risk Management	2

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Trimester V			
37	ST2102	Strategic Management	2
38	MA2212	B2B Marketing	2
39	MA2213	Sales & Marketing of Services	1
40	FA2103	Essentials of Taxation	1
41	CC2115	Understanding & Managing Conflict	2
42	ED2202	Business Plan & Pitch	3
43	ID2180	Mathematical Thinking	2
Electives			
44	FA2202	Financial Markets and Services	3
45	MA2214	Marketing Analytics	3
46	OP2213	Quality & Operations Excellence	3
47	BS2105	Acquiring Human Capital	3
Trimester VI			
48	ST2203	Strategy Formulation and Implementation	3
49	MA2203	Advance Topics in Digital Marketing	2
50	ST2202	Special Topics in Management	3
51	CC2114	Critical Thinking for Decisions at Workplace	2
Electives			
52	FA2204	Security Analysis and Portfolio Management	3
53	MA2202	Cases in Sales & Marketing	2
54	BS2106	Measurement and Management of Performance	2

Note: Curriculum and detailed syllabi are subject to change as per requirement with approval of Competent Authority

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Trimester-I

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Course Title: Fundamentals of Communication

Course Code: CC2111

Credit: 2

Course Instructors: Dr. Vijaylakshmi

Course Description

This course provides an introduction to the importance of effective communication, the consequences of poor communication, and the different elements of verbal and non-verbal communication. Students learn about, and enhance, the components of communication: kinesics, paralanguage (voice) and language.

Course Learning Outcomes

The students will be able to:

- Identify different cultural differences and their impact on communication.
- Deliver effective oral presentations following appropriate kinesics and paralinguistic features.
- Apply appropriate communication skills across settings, purposes, and audiences.
- Compose grammatically correct sentences and paragraphs.

Topics to be Covered

1. Nature and importance of communication
2. Mehrabian's Communication Theory
3. Ethos, Pathos, Logos: The three pillars of persuasive communication
4. English as a Foreign Language
5. Consequences of poor communication
6. Writing Strategy
7. Basic of Effective Presentation
8. Influence of culture on communication
9. Formats of Public speaking (oral narration, conversational skills)
10. Common Errors in English

Evaluation Scheme:

S.No.	Components	Weightage (in percentage)
1	Assignments (oral & written)	30
2	Class Participation	20
3	Quiz/Tests	20
4	End Term Exam	30
	Total (100)	100

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Course Title: Product Launch

Course Code: ED2111

Credit: 2

Course Instructors: Mr. Arihant Jain

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.

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Course Title: Economics for Business

Course Code: EP2102

Credit: 3

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 decision making (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
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	Elasticity & its Applications	Ch 5 Elasticity	V12-V17 (45 mins) - Elasticity

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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; ParkinCh 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	

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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%

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Course Title: Financial Accounting for Decision Making

Course Code: FA2101

Credit: 4

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

Course Description:

The objective of the course is to achieve consistency of knowledge for students from different discipline in the business function of financial accounting by providing insight into the accounting process in a firm. Upon completion of the course, students will develop an understanding of financial statements and utility of the financial statements to stakeholders. Students will be able to analyze financial statements for decision making and assess financial performance and position of organizations.

Course Learning Outcomes:

After the course, the student shall be able to:

1. Assess the impact of business transactions on the financial health of the business including performance, position, and liquidity
2. Understand the preparation of the three financial statements of a corporate enterprise –Balance Sheet, Statement of Profit and Loss and the Cash Flow Statement.
3. Analyze the financial statements using various tools of analysis such as ratio analysis, common sizing, and trend analysis.

Course Content/Topics to be covered:

1. Creating a journal entry as a manager
2. Income Statement
3. Balance Sheet
4. Cash Flow Statement
5. The tool of Financial Statement Analysis
6. Standard Costing
7. Marginal Costing and BE Analysis

Session Plan

Day	Session	Hours	Topic to be covered	Case Study / Ref Material
1	1	1.5	Basics on Flow of Information + Forms of doing business in India	Amar Akbar Anthony
	2	1.5	Overview of the Balance Sheet	Baron Coburg
	3	2	Overview of Income Statement + Assessment + Discussion of concepts	Baron Coburg
2	4	2	Classification of business activities and Introduction to Accounting Equation	Practice Examples
	5	1.5	Interconnected of Financial Statements Accrual versus Cash principle	Music Mart Inc.
	6	1.5	Making accounts yourself	Blissful Bounties
3	7	1	Income Statement Preparation Revision of Cash vs Accrual	Maynard Company
		1	Revenue & Expense Recognition	Practice Examples
	8	0.5	Use of Provisioning	Voltas in Rural India
		0.5	Gross Versus Net Reporting	Flipkart vs Amazon

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Day	Session	Hours	Topic to be covered	Case Study / Ref Material
			Other Comprehensive Income	AR of Jindal Steel Works
		1	Earnings Per Share	Practice Examples
	9	1	Profitability Ratios	AR of Jindal Steel Works
4	10	1.5	Balance Sheet: Structure and Valuation Base	AR of Jindal Steel Works
		0.5	Statement of change in Owners' Equity	Maynard B
	11	1	Cash Flow Statement	Practice Example
		1	Basics on Inventory and Long-Lived Assets	
	12	1	Activity and Solvency Ratios	AR of Jindal Steel Works
5	13-14	3	Tools of Financial Statement Analysis	Tata Motors versus Ashok Leyland
			Key Ratios Common Sizing Trend Analysis	
			Solvency Profitability Operational efficiency Financial Distress	
	15	2	Application of FSA tools in troubled companies	DHFL, IL&FS, Kingfisher
6	16-18	5	Application of FSA tools cyclical businesses	Jet Airways
7	19	1	Basics of Management Accounting	
	20	1	Marginal Costing and decision making	Case
		1	Breakeven Analysis	
	21	2	Decision Making using Financial Information	Anandam Manufacturing
8	22	1	Basics on Standard Costing and Variance Analysis	
	23	1	Material Cost Variances	Case
		1	Labour Cost Variances	
	24	2	Course Wrap / Revision / Doubts	

References (Textbooks/case studies/articles):

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

A. Case Studies

- Baron Coburg:
- Music Mart Inc.
- Maynard Company
- Anandam Manufacturing
- Jet Airways

B. Others

- Annual Report (JSW, Tata Motors, ALL)

Evaluation Scheme:

Component	Weight (100)
End term (Written Examination)	30%
Project Submissions and Presentations	30%
Class Participation / Assessments / Quiz	40%

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Course Title: Foundation of Data Analysis

Course Code: ID2111

Credit: 3

Course Instructors: Dr. Ashwini Sharma

Course Description

Organizational decision-making in present times is increasingly becoming data-driven. Hence, it is essential for a management student to develop necessary skills in analyzing business data. A firm understanding of fundamental statistical concepts is a precondition for developing these skills. The present course is offered to help you in building a foundation for developing these skills. The course begins with an introductory module on key spreadsheet skills. It then introduces participants to the core concepts in probability theory and statistical inference. The course focuses on building a starter statistical toolbox with appreciation for both the utility and limitations of these techniques. The course on one hand makes you an informed consumer of statistical information and at the same time prepares you for further coursework in the fascinating area of analytics.

Course Learning Outcomes

Upon successful completion, the student should be able to:

- Understand and appreciate the role of data analysis in business decisions.
- Use spreadsheet software to perform exploratory data analysis.
- Set up and work with discrete and continuous random variables.
- Know what expectation, variance and covariance mean and compute them.
- Understand binomial, poisson and normal distributions and their properties.
- Compute estimates of population from samples and assess their accuracy.
- Calculate sample size required for any desired level of precision in estimation.

Topics to be Covered

Module 1: Spreadsheet Essentials

Excel Environment, Formatting & Linking Worksheets, Formulas and Functions, Charting.

Module 2: Statistical Methods and Techniques

Data Description, Exploratory Data Analysis, Probability and Probability Distributions, Sampling and Sampling Distribution, Estimation

Tentative Session Plan:

Week (Sessions)	Topic	Remarks
Week 1 (S1-S3)	Excel Environment, Data Entry and Worksheet Formatting, Performing Calculations, Absolute and Relative Cell Referencing	3 Hours
Week 1-2 (S4-S6)	Excel Functions (Basic Algebraic, Mathematical, Statistical, Financial and Geometric Functions), Exercises involving Business Data using these functions	3 Hours
Week 2 (S7-S8)	Data Visualization using Charts (Bar, Column, Histogram, Pie, Line, Scatter Plot, Pareto Chart)	2 Hours
Week 3 (S9-S12)	Data Description & Exploratory Data Analysis (Measures of Central Tendency, Measures of Dispersion, Skewness, Kurtosis, Five-number summary, Box Plot, Using Data Analysis Tool Pak add-in)	4 Hours

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Week 4-5 (S13-S18)	Probability: Concept, Approaches and Laws	6 Hours
Week 5-6 (S19-S24)	Probability Distributions: Random Variable, Expected Value, Expectation and Variance of a probability distribution, Discrete and Continuous Probability Distributions (Binomial & Normal Distribution)	6 Hours
Week 7-8 (S25-S30)	Sampling Distribution & Estimation (Sampling, Sampling Techniques, Errors in Sampling, Sampling Distribution of Mean, Sampling from a normal/non-normal population, Point and Interval Estimates, Characteristics of a good estimator, Calculating Sample Size)	6 Hours

References (Textbooks/case studies/articles):

- Levin, R.I., Rubin, D.S., Rastogi, S., & Siddiqui, M.H. (Latest Edition). *Statistics for Management*. Delhi: Pearson. [Text Book].
- Davis, G., & Pecar, B. (Latest Edition). *Business Statistics using Excel*. Delhi: Pearson.
- Carlberg, C. (Latest Edition). *Statistics Analysis: Microsoft Excel 2013*. Noida: Pearson.
- Black, K. (Latest Edition). *Applied Business Statistics: Making Better Business Decisions*. Delhi: Wiley India.

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation <ul style="list-style-type: none"> • Group Assignments-25%; • Quiz/Exercises-10%; • Participation-5% 	40
Mid Term Exam	20
End Term Exam	40

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Course Title: SEE Learning: Mindfulness, Compassion and Ethics

Course Code: LD2111

Credit: 2

Course Instructors: Dr. R.L. Raina

Course Description:

This course draws inputs from various fields and ideologies stressing the need of holistic approach to education that cultivates a values driven professionalism. The course contents are based upon the syllabus developed by the *Center for Contemplative Science and Compassion Based Ethics* at Emory University, USA. It intends to develop competencies in three domains: social, emotional and ethical. The course has practical and engaging approach towards nurturing the mentioned competencies.

Course Objectives:

Social competency, encourage students to develop awareness empathy, compassion and effective interpersonal skills important to relate with others. Emotional competency will help students to become more self-aware and mindful of their action and its impact on others. Ethical competency is oriented towards helping students to gain awareness, values and skills that pertain to broader communities and the world at large so, that they can become responsible decision-makers and effective global citizens.

Course Learning Outcomes:

The students will be able to:

1. Gain attentiveness and awareness of their own thoughts and feelings and develop self-regulation skills.
2. Reflect and assess their experience
3. Develop consciousness and compassion for others and their interdependence in broader systems within which they live.
4. Engage effectively and confidently with larger groups.
5. Assess and analyze the importance of ethical behavior in professional life as well as in building a sustainable society.

Course Content:

- Overview of course
- Compassion for oneself (self-compassion) and others
- Building Resilience
- Strengthening Attention and Self-Awareness
- Navigating Emotions
- Learning About and From One Another
- System Thinking and Ethical Engagement

Reading Material:

1. Tenzin Gyatso, the XIV Dalai Lama (2011). *Beyond Religion for a Whole World*, Houghton Mifflin Harcourt. ISBN-13:978-0547636351.
2. D. Goleman and P. Senge (2014). *The Triple Focus*. More than Sound, LLC Florence, MA. ISBN 978-1-934441-78-7.
3. SEE Learning: A Framework for Implementation. Center for Contemplative Science and Compassion Based Ethics. Emory University, USA.
4. <https://theethicsguy.com/wp-content/uploads/2011/11/Chapter-1-Ethical-Intelligence-All-Rights-Reserved.pdf>

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5. <https://www.forbes.com/sites/sesilpir/2019/06/10/open-heart-surgery-for-fairness-why-we-need-compassion-in-the-future-of-work/#2c5a63b1152e>
6. <https://hbr.org/2018/10/working-with-people-who-arent-self-aware>
7. <https://positivepsychology.com/self-compassion-exercises-worksheets/>
8. <https://deloitte.wsj.com/cmo/2018/08/02/7-lessons-for-resilient-leaders/>
9. <https://www.youtube.com/watch?v=t9tATBD1oxs>
10. <https://www.medice.ch/indikationen-1/adhs/patienteninformationen/weiteres-adhs-infomaterial/konzentrationsubungen.pdf> (Matching activity on pg. 5)
11. <https://www.youtube.com/watch?v=qYU4OgMDSjM>
12. <https://positivepsychology.com/emotion-wheel/>
13. <https://positivepsychology.com/emotion-wheel/#worksheets-wheel-of-emotions>

Evaluation Scheme:

Component	Weightage (100)
Continuous evaluation (Class Participation, Labs?, Discussion Posts, Exercises, Games)	40%
Written Reflections	10%
Field Trip Report ?	15%
Presentation	15%
End term	20%

JK Lakshmipat University

Course Title: Introduction to Marketing

Course Code: MA2101

Credit: 3

Course Instructors: Mr. Jishnu Changkakoti & 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: 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.

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

N.B. Each session is considered to be of 2 hours duration

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. Article: Customer-Centered Brand Management - Roland Trust, Zeithaml, Lemon	EMC2: Delivering Customer Centricity
7	Go To Market Strategies	Videos 1-3, Week 3. Article: The Go-To-Market Approach Startups Need to Adopt; The Customer Has Escaped	
8	Customers and Digital Marketing, Influence and How Information Spreads	Videos 8-9.	Managing Online Reviews on Tripadvisor

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9	The Long Tail, Preference Isolation, How Internet Re- tailing Startups Grow	Videos 4-7, Week 3 Original article by Chris Anderson - The Long Tail - https://www.wired.com/2004/10/tail/	
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	Brand Elements: Persuasion Repositioning a brand	Video: Week 4 Video 5 Article: How Advertising Works - Peter Voyer. Video: Week 4 Video 6	J.C. Penney's Fair and Square Strategy
15	Student presentations of Marketing Magazine	Expectations Showcase work done on the issues they made Present one article they had put in the magazine, that they found most interesting	

Reading Material:

- 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 five components of the evaluation

- Class Participation: 10 marks. The quality of discussions by students in class will be used to assess this.
- Wharton Video Analysis Presentations: 10 marks. Before the formal start of classes, and in between the monthly classroom sessions, students will have to analyse and present on the Wharton videos to Prof. Punam Mishra. These marks will be awarded basis the quality of these presentations.
- Group Project: 30 marks - create and run JKLU's marketing magazine. The students will work in groups of 3-4 people and will be responsible for bringing out at least 2 issues of this magazine per group over the course of the term.
- Mid-Term Quiz: 20 marks.
- End-Term Examination: 40 marks

Trimester-II

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Course Title: Fundamentals of Human Resource Management

Course Code: BS2101

Credit: 2

Course Instructors: Dr. Upasana Singh

Course Description:

This course examines the evolving human resources function within today's organizations. A number of recent developments, including demographic changes in the labour force, increased global competition, experiments with new organizational arrangements, and public policy attention to work force issues have made human resource management increasingly important for organizations. The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine humans at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organisations.

Course Learning Objectives:

On completion of the course the students will be able to

- Critique the impact of external environment on the enterprise's HR system.
- Evaluate the connect between business and HR deliverables
- Identify contemporary issues in HRM and change in human resource practices with changing business environment.
- Analyze the application of HR concept and tools in a case setting.

Topics To Be Covered

1. HRM : Introduction
2. Strategic HR
3. Planning and Acquiring HR
4. Assessing performance.
5. Training Development and career management
6. Employee compensation and benefits
7. Employee separation and retention
8. Trends shaping HR practices

Session Plan

Session	Topics
1-2	HRM : Introduction <ul style="list-style-type: none"> • Evolution of HRM • Objectives, scope and function • HR and company performance
3-5	Strategic HR <ul style="list-style-type: none"> • Factors influencing corporate strategy • Linking corporate strategy to HR Functions. • Models of SHRM
6-8	Planning and Acquiring HR <ul style="list-style-type: none"> • Process of Human resource Planning • Recruiting and selecting HR
8-9	Assessing Performance <ul style="list-style-type: none"> • Purpose, process and criteria for effective performance management • Methods for measuring performance

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10	Quiz/ Assessment
11-13	Training Development and Career Management <ul style="list-style-type: none"> • Development and Training • Approaches to development • Systems for career management
14-15	Employee Compensation and Benefits <ul style="list-style-type: none"> • Factors influencing pay structure • Establishing pay structure
16-17	Employee separation and Retention Voluntary and Involuntary turnover Employee retention need and importance
18	Trends shaping HR Practices
19-20	HR simulation

Reading Material

- Sengupta, A. (2018). Human resource management: Concepts, Practices, and New Paradigms. New Delhi: Sage Texts.
- Hollenbeck, N. & Wright, G. (2015). Fundamentals of Human Resource Management. New Delhi, McGraw Hill, 3rdeds.
- Dessler, G. and Varkkey, B. (2009). Human Resource Management, New Delhi: Pearson
- Aswathappa K. (2008). Human Resource Management Text and Cases, New Delhi: Tata McGraw.
- Rao, VSP (2002). Human Resource Management, Text and Cases, New Delhi: Excel Books.
- Ivansevich, J. M (2010) – Human Resource Management, New Delhi: Tata McGraw Hill.

Assessment Scheme:

Assessment Components	% Weightage
Mid Term Exams	20
End Term Exams	40
Quizzes	10
Assignments/presentations	20
Class participation	10

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Course Title: Design Thinking

Course Code: CC2105

Credit: 2

Course Instructors: Mr. Promit Basu

General Description:

The course on Design Thinking is aimed at developing a basic understanding of collaborative innovation seeking approach to systems, structures, innovation areas and problem solving and solutions development to business challenges. Students will be introduced to the basics of design thinking, processes, approaches, thinking tools and methodologies along with case studies and design thinking-led solution oriented models.

Course Learning objectives:

1. To have an understanding of design thinking methodology and its application in businesses.
2. Convergent, divergent and Visual thinking in context of design thinking.
3. Empathy and ethnography in the context of design thinking. and design thinking resource.
4. Exposure to diverse design thinking approaches (IDEO: Human Centered Design, D School, Double Diamond).
5. Visualization, mind mapping, value chain, rapid prototyping.

Course Structure:

The course structure would consider and emphasize on the following topics:

- Background • Concept note explanation and preparation • Hands on process • Design Thinking models • Design Thinking Resource • Application on contextual models • Prototypes and learning launch.

Reading Material:

- Change by Design by Tim Brown.
- The Design Thinking Playbook by Michael Lewrick.
- The Design of Business by Roger Martin.
- Thinking Design. Author by S Balaram.
- Human Centered Design Toolkit by IDEO 2009.
- The Design of Everyday Things by Don Norman.

Evaluation Scheme:

Understanding (MM: 25)	Process & Management (MM: 25)	Communication (MM: 25)	Overall Output (MM: 25)
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JK Lakshmipat University

Course Title: Critical Thinking & Storytelling

Course Code: CC2112

Credit: 2

Course Instructors: Dr. Vijaylakshmi and Ms Shraddha Bharatiya

Course Description

The modern world offers confounding opinions and choices that need to be navigated judiciously. This course explores frameworks and processes to critically examine narratives, reconstruct them, and craft well-reasoned stories that can be told using impactful communication.

Course Learning Outcomes

The students will be able to:

- Define Critical Thinking, its applications and the methods to think critically
- Formulate intelligent questions to investigate.
- Articulate the impact of narratives and examine them critically
- Distinguish between facts, assumptions and opinion

Topics to be Covered

1. Critical Thinking framework - Paul-Elder Critical Thinking Framework
2. Question Formulation Technique
3. Examining data and information critically
4. Distinguishing between fact and opinion
5. Narratives Quadrant
6. Ladder of Inference
7. Cognitive Biases
8. Logical Fallacies
9. Constructing an argument

Evaluation Scheme

S. No	Specifications	Weightage (in percentage)
1	Assignments (Individual)	20
2	Class Participation	20
3	Theory Exam	40
4	Report (Group)	20
	Total (100)	100

JK Lakshmipat University

Course Title: Entrepreneurial Mindset and Problem Identification

Course Code: ED2104

Credit: 2

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarise 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 Material:

- Course handouts will be provided with relevant references to chapters, articles, and patents
- 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

JK Lakshmipat University

Course Title: Macro Economics

Course Code: EP2103

Credit: 3

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

Course Description

This course introduces the students to the concept of macroeconomic, theories, objectives, and instruments. It exposes students to an overview of an exchange-based economy and draws out the relationship between crucial macroeconomic variables like the consumption, national income, employment, prices, investment, money supply, trade and forex etc. The design of government policy measures in regulating and planning for the economy will be discussed. Specific problems like inflation, growth and the control of business cycles will be addressed, with respect to Indian economy. The course focuses on how the external factors and policy issues affect the operation of an economy and why managers need to understand the dynamics of the economy at firm level so as to operate accordingly in changing economic environment.

Course Objectives

To equip students with basic concepts of macroeconomic analysis, their interplay and role of government policies for understanding the macroeconomic environment and make them more astute and responsible participants in the economy.

Course Learning Outcomes

Upon successful completion of the course, the students should be able to:

- Describe the different concepts, tools and techniques of macroeconomic analysis and how the economy functions as a whole.
- Analyse various macroeconomic variables and their interdependence and interrelation with each other like income, saving, consumption, investment, money, rate of interest and multiplier etc.
- Reason out the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment.
- Interpret monetary policy and Fiscal policy in Indian context.
- Evaluate and compare the economies of developing and developed countries with respect to certain key macro-economic variables such as inflation, exchange rate, BOT and BOP, Employment.

Tentative Session Plan:

Session	Topic	Source of Information	
1-2	Micro & Macro Paradoxes Historical Development of Macro Macroeconomic Basics	Reference Book	
3-5	Measuring Nation's Income	Chapter-23	Principle of Economics: N. Gregory Mankiw
6-7	Measuring the Cost of Living	Chapter-24	Principle of Economics: N. Gregory Mankiw
8-11	Aggregate Demand and Aggregate Supply	Chapter 33	Principle of Economics: N. Gregory Mankiw
12-12	Quiz		

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13-15	The Money Market and the Economy	Chapter- 12	Macro Economics: Colander (9th edition)
16-17	Interdependence of the Product and Money Markets, formulation of the IS- LM Model.	Reference Book	
18-19	Business Cycle Theories and Global Recessions	Reference Book	
20-21	Money Growth and Inflation	Chapter-30	Principle of Economics: N. Gregory Mankiw
22-23	Jobs and Unemployment	Chapter- 17	Macro Economics: Colander (9th edition)
24-25	The Short-Run Trade –Off between Inflation and Unemployment	Chapter-35	Principle of Economics: N. Gregory Mankiw
26-26	Quiz		
27-27	Monetary Policy	Reference Book	
28-28	Fiscal Policy	Reference Book	
29-30	International Financial Policy: Balance of Payments and Exchange Rate	Chapter- 20	Macro Economics: Colander (9th edition)
31-32	Macro Policy in Developing Countries	Chapter-22	Macro Economics: Colander (9th edition)

Reading Materials

- Mankiw, Gregory N. (2017). Principles of Macro Economics. New Delhi: CENGAGE Learning.
- Colander (2017). Macroeconomics, 9/e (Indian Edition). Chennai: Tata McGraw Hill.
- Dwivedi, D. N. (2018). *Macroeconomics: Theory and policy*, 4/e. New Delhi: Vikas Publishing House Pvt.Ltd.
- Samuelson P. A., Nordhaus, W.D. (2017), adapted by Sudip Chaudhuri. MacroEconomics.
- 19/e. New Delhi: Tata McGraw Hill.
- Ahuja, H.L. (2017). Principles of Economics. New Delhi: S. Chand & Co. Pvt.Ltd.
- www.economist.com

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	% Weightage
Mid Term Exams	20%
End Term Exams	40%
Quiz/ test	20%
Article/ Assignment presentation	20%

JK Lakshmipat University

Course Title: Introduction to Corporate Finance

Course Code: FA2102

Credit: 3

Course Instructors: Dr. Rani S. Ladha

Course Description

This course is designed to present fundamental concepts and analytical tools required for problem solving in finance. The concepts are quantitative and require considerable time solving numerical problems to understand the underlying concepts. It is however not a 'plug-and-chug' course. The students should understand the concepts and contemporary issues, the tools available and how to apply the tools for problem solving.

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

To equip students with

1. Concepts and tools pertaining to the field of Finance
2. A knowledge of the appropriate techniques to value real and financial assets
3. The link between risk and return
4. An understanding of Corporate Structure
5. Concepts of derivative products

Course Learning Outcomes

On completion of the course students will be able to understand:

1. The role of the finance function in a modern corporation and key financial decisions: investment, financing and dividend
2. Fundamentals of valuation of bonds and stocks (the financial obligations of the firm), based on economic profit and cash flows
3. Capital budgeting techniques and decision making
4. Risk and return (valuation under uncertainty)
5. Significance of Capital Structure
6. Basics of derivative products

Course Content

1. Types of Financial assets and markets
2. Time value of money - discounting and compounding
3. Capital budgeting techniques and cash flows for decision making and valuation
4. Valuation of bonds and stocks
5. Risk return trade-off
6. Computing the cost of capital of a firm
7. Capital Structure inputs
8. Features of derivative products

Tentative Session Plan

	Topics	Details	#
	Introduction - Markets, Instruments		2
1	Time Value of money	Recap of Financial Markets & Instruments TVM - annuity, perpetuity Set up an amortization schedule	4
2	Budgeting Techniques	Evaluation criteria	4
	Cash Flows	Principles in cash Flow Estimation	3
3	Valuation of bonds and stocks	Features of bonds, and stocks, Application of TVM	4
4	Risk & Return	Concept of a portfolio, diversification Efficient portfolio, Optimal portfolio, CAPM	4
5	Cost of Capital	Cost of Equity, Cost of Debt, WACC	3
6	Capital Structure	Practices, Few theories	3
7	Dividend Decision	Types of dividends, Industry practices	1
8	Introduction to Derivatives	What is a derivative product Features of puts and calls, payoffs	2

Reading Material:

- Corporate Finance by Ross, Westerfield, Jaffe, Jordan and Kakani 11th ed. (primary textbook)
- Financial Management – Theory and Practice by Prasanna Chandra
- Principles of Corporate Finance by Brealey, Myers, Allen
- Corporate Finance by AswathDamodaran

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

Evaluation Scheme:

Assessment Components	% Weightage
Quiz-1	20
Quiz-2	20
Assignmnet-1	15
Assignment-2	15
End-Term Exam	30

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Course Title: Data Analysis for Decisions

Course Code: ID2112

Credits: 2

Course Instructors: Dr. Ashwini Sharma

Course Description:

Data-driven organizational decision-making requires a management student to develop necessary skills in analyzing business data. The present course is the second course in a two-course series (Pre-requisite: Foundation of Data Analysis) and builds upon the foundation skills developed during the previous course. The course starts with hypothesis testing and then progresses through various inferential statistical techniques, such as correlation and regression analysis, to help participants develop the necessary skills in applying statistical techniques in managerial decision-making situations.

Course Learning Outcomes:

Upon successful completion, the student should be able to:

- Formulate hypotheses and collect data for testing of hypotheses.
- Test hypotheses using various parametric and non-parametric statistical tests.
- Apply simple and multiple regression techniques to predict unknowns.

Topics to be Covered:

- Hypotheses Testing
- Chi-Square and ANOVA
- Correlation and Covariance
- Simple and Multiple Regression
- Non-Parametric Tests

Tentative Session Plan:

Week (Sessions)	Topics	Remarks/Readings
Week 1-2 (1-6)	Hypothesis Testing: Concept & Procedure, Types of Errors, Testing using Z test, T test, F Test,	6 Hours
Week 3-4 (7-10)	Chi Square Test, Analysis of Variance and Covariance	4 Hours
Week 4 (11-13)	Linear Correlation (Scatter Plot, Covariance, Pearson's Correlation, Rank Spearman's Rank Correlation)	3 Hours
Week 5-6 (14-18)	Regression Analysis (Simple Regression, Fitting line to sample data, Regression Assumptions, Test Model Reliability, Test Predictor Significance, Confidence Interval for Beta-coefficients and Prediction Interval for Y, Interpreting Excel Output)	5 Hours
Week 7-8 (19-24)	Multiple Regression, Non-Linear Regression	6 Hours
Week 9-10 (25-30)	Non-Parametric Tests	6 Hours

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Reading Material:

- Levin, R.I., Rubin, D.S., Rastogi, S., & Siddiqui, M.H. (Latest Edition). *Statistics for Management*. Delhi: Pearson. [Text Book].
- Davis, G., & Pecar, B. (Latest Edition). *Business Statistics using Excel*. Delhi: Pearson.
- Carlberg, C. (Latest Edition). *Statistics Analysis: Microsoft Excel 2013*. Noida: Pearson.
- Black, K. (Latest Edition). *Applied Business Statistics: Making Better Business Decisions*. Delhi: Wiley India.

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation Assignments-20%, Quiz/Exercises-10% Participation-10%	40
Mid Term Exam	20
End Term Exam	40
Total	100

JK Lakshmipat University

Course Title: Introduction to Production & Operation Management

Course Code: OP2102

Credits: 3

Course Instructors: Mr. Rajneesh Phatak, Dr. Sameer Mittal

Course Objective

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

1. Demonstrate an understanding of production as a process of converting or transforming resources into products;
2. Demonstrate an understanding of productivity measures, quality and costs both, direct and indirect; Understand how to measure process efficiency and effectiveness.
3. Understand the link between process characteristics and other strategic choices.
4. Apply tools and techniques for analysis of Production Scenarios.
5. Understand basics of tools and techniques presented by Operations research

Course Content

- ❖ INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT (4)
 - Operations Management: Historical Context
 - Why Ops Management
 - Basics of Ops Management: Product, Process, Capacity, Inventory, Supply chain, Quality
- ❖ INTRODUCTION TO OPERATIONS RESEARCH (2)
 - History of Operations Research
 - Stages of Development of Operations Research
 - OR in production management
- ❖ LINEAR PROGRAMMING (4)
 - Linear Programming Problem Formulation
 - Graphical Linear Programming Solution
 - Linear Programming using Solver
- ❖ FORECASTING (2)
 - Strategic Role of Forecasting in P&OM
 - Components of Forecasting Demand
 - Time Series Methods
 - Forecast Accuracy
 - Time Series Forecasting Using Excel
- ❖ CAPACITY (3)
 - Process Flow
 - Demand and capacity analysis
 - Congestion analysis
 - Buildup diagrams
 - Queuing Theory
 - Little's law
 - Financial decision analysis
- ❖ TRANSPORTATION & ASSIGNMENT (3)
 - Solution of a Transportation Problem
 - Maximization in a Transportation Problem
 - Assignment Problem Structure and Solution
 - Maximization in an Assignment Problem
- ❖ Scheduling (2)
 - Fundamentals of scheduling : Scheduling models, hard & Soft ceilings, sequencing, Expediting, Input-Output control, workforce scheduling
 - Loading : Shop loading & Index method

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- Job shop scheduling
- ❖ INVENTORY (4)
 - Why Inventory costs money
 - Optimal Order Quantity
 - EOQ
 - News Vendor Model
 - Economic batch quantity
 - ABC & VED Analysis
- ❖ PRODUCTION CONTROL (3)
 - Production control methods
 - MRP
 - Kanban & CONWIP
 - MTO/ MTS
- ❖ BOOK REVIEW & Presentation by Groups: THE GOAL (3)

Reading Materials

- *Operations Management by William J. Stevenson*
- *Operations Management for Competitive Advantage - by Richard Chase*
- *The Goal - by Eliyahu M. Goldratt*

Assessment Scheme

Component	Weightage (100)
Class presentation of book review <ol style="list-style-type: none"> 1. Prepare a written analysis of one case; 2. Prepare a 3-page review of the book <i>The Goal</i> by EliyahuGoldratt; and 3. Prepare a written report on one of the topics provided in the class 	50%
Class Assignment & Quiz	50%

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Course Title: Digital Marketing and Communication

Course Code: MA2105

Credits: 2

Course Instructors: Prof. Debraj Tripathy, Prof. Jishnu Changkakoti

Course Description:

500 mn + consumers in India have gone online - a majority through smart phones and the rest through computers, tablets and other AI enabled devices. This number is expected to grow to 850 mn by the end of 2022. This has changed the way marketing done and particularly the way digital marketing and communication is conducted. This course aims at providing an overview of the changes the 4Ps of marketing, have seen in a digital world with special emphasis on the Promotion "P". This is an introductory course and should be followed up by a more detailed course on digital communications (what is popularly known as digital marketing)

Course Learning Objectives:

1. Understand the changes that the advent of digital technologies have brought about in the practice of Marketing (the 4 Ps), why and how
2. Broadly understand the process and channels involved in the practice of digital marketing (Promotion "P")
3. Understand the importance and use of data that drives digital marketing

Topics to be Covered:

1. Characteristics of the digital world
2. Managing the 4Ps in a digital world (1+2 = 5 hours)
3. The Promotion "P" (Digital Marketing) (15 hours)
 - a. Handholding consumers through their decision journey using digital channels
 - i. Digital methods and channels (Overview of SEO, email marketing, Social media marketing and PPC)
 - ii. Inventory buying methods
 - b. importance of data and its use in the handholding process

Evaluation Scheme:

Component	Weightage (100)
Class participation	15%
In Class group exercise	10%
In class quiz	25%
Course end assignment (individual)	25%
Google Certification (Mandatory)	25%

Trimester-III

JK Lakshmipat University

Course Title: Organizational Behavior

Course Code: BS2102

Credits: 2

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. This is not a skill development course, but a knowledge and awareness building course in people management. The content and coverage of this course will aim to predominantly understand individual and team level organizational dynamics.

Course Learning Outcomes:

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

1. Analyze five conceptual anchors of organizational Behavior
2. Appreciate the multiple dimensions of individual variations in Human behavior.
3. Interpret organizational problems in terms of individual, interpersonal and group processes.
4. Analyze management issues as related to organizational behavior
5. Explain the impact of culture on organizational behavior.

Topics to be Covered

1. Introduction and context setting of course
2. Scientific Foundations in Organizational behavior
3. Individual and personality in organizations
4. Attitudes and Job satisfaction
5. Abilities and Learning
6. Organizational Culture
7. Leadership in organizations
8. Organizational change
9. Organization structure
10. Power and politics in organizations

Reading Materials:

1. Robbins, S. P. Timothy.A.,J.,&Vohra.N,. (2014). *Organizational Behavior*: 15th Edition. Pearson Education India.
2. Luthans, F. (2013). *Organizational behavior: An evidence-based approach*. 12thEd.McGraw-Hill Education.
3. Ivancevich, J. M. K., & Matteson, R. (2011). *Organizational behavior and management*.
4. Aswathappa, K. (2010). *OrganisationalBehaviour. Text Cases Games*

Assessment Plan:

Component	Weightage
Group Presentations	20%
Class Participation	20%
Quiz/Exam 1	30%
Quiz/Exam 1	30 %

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Course Title: Marketing Research

Course Code: MA2111

Credits: 3

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

Course Outline (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	Mini-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.

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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>. 	<ul style="list-style-type: none"> Two mock FGD sessions to be conducted in class by students. 	
5	Exploratory Research Design - Qualitative Research - 2		In-class exercises: 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.
6	Descriptive Research Design - Survey and Observation	Text book Chapter 6	Groups present findings of pilot qualitative research in class	
7	<ul style="list-style-type: none"> Questionnaire design 	Text book Chapter 10	Class Exercise: Students evaluate & modify questionnaires they used for pilot study	
8	<ul style="list-style-type: none"> Measurement and scaling Mid-term quiz 	Text book Chapters 8 & 9		

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Session No. (2 hours/session)	Topic	Reading Material	Case Study	Daily assignment for students
9	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			
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 SmartBusinessE xperiments. By: Davenport, Thomas H. <i>Harvard BusinessReview</i> , Feb2009, Vol. 87 Issue 2. 		
12	Fieldwork and Data Analysis 1	Text book Chapters 13, 14. Chapters 15 – 22		
13	Data Analysis 2	Text Book Chapters 15 – 22		
14	Data Analysis 3	Text Book Chapters 15 – 22		

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Session No. (2 hours/session)	Topic	Reading Material	Case Study	Daily assignment for students
15	Report Preparing and Presentation	Chapter 23		

Reading Material

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

Assessment Plan

Component	Weightage
MDP/MRP & Secondary Data Analysis	15
Qualitative Presentation & Questionnaire	15
Mid Term Quiz	15
Final Project Presentation	15
End Term Exam	40

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Course Title: Business and Intelligent Machines

Course Code: ID2101

Credits: 3

Course Instructors: Dr. Sonal Jain

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 Plan:

Sr. No	Component	Weightage
01	Assignment	10
02	Class Participation	10
03	Quiz	20
04	Report-1 (One Case Study Evaluated in three stages)	40
05	Lab Evaluation1	10
06	Lab Evaluation2	10
	Total (100)	100
Retest Evaluation Scheme		
1	Quiz	20
2	Lab Evaluation 2	10
	Total (30)	30

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Course Title: Problem Ideas and Concept

Course Code: ED2105

Credits: 3

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:

- Problem Generation
- Problem Identification
- Problem Framing
- Identifying industries for problem solving
- Idea Generation
- Idea Assessment
- Idea versus Opportunity
- Team Formation
- Empathy Mapping
- Market Research
- Customer Survey
- Elevator Pitch

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

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Evaluation Scheme:

Component	Weightage (100)
Problem Generation	25
Business Idea	25
Trend Analysis	25
Financial Projections	25

JK Lakshmipat University

Course Title: Perspectives on Contemporary Issues

Course Code: CC2201

Credits: 2

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

Topics to be Covered

Research, analysis & evaluation of following current issues from local, national and global perspectives.

1. Understanding the idea of India
2. Climate change and sustainability
3. Socio political and economic issues
4. Impact of unprecedented technological growth, challenges and opportunities

Assessment Plan:

S.No.	Specifications	Weightage (in percentage)
1	Assignments (Individual)	10
2	Class Participation	20
3	Theory Exam (Final Exam)	40
4	Report (Group)	30
	Total (100)	100

Reading Material:

1. Harari, Y. N. (2019). *21 Lessons for the 21st century*. Toronto: CELA.
2. GUHA, R. (2019). *India After Gandhi: the history of the world's largest democracy*. NEW YORK: ECCO.
3. Rosling, H., Rosling, O., & Rönnlund Anna Rosling. (2019). *Factualness: ten reasons were wrong about the world - and why things are better than you think*. London: Sceptre.

JK Lakshmipat University

Course Title: Business Modeling using Excel

Course Code: ID2113

Credits: 3

Course Instructors: Dr. Ashwini Sharma

Course Description:

The present course will equip you with practical skills required in designing and structuring decision-making models, such as financial models, decision-making models, costing models or operations models. The techniques covered will focus on Microsoft Excel and benefit anyone who wishes to better understand, build, analyze or maintain Excel-based models. The course will build upon your Excel skills and advance them to the next level. You will be able to design professional looking worksheets applying best-practice model design methodologies to business problems.

Course Learning Objectives:

- Understand and appreciate the role of data analytics in creating value for business.
- Model structured decision-making situations in various functional domains.
- Perform sophisticated data analysis using Microsoft Excel.

Topics to be Covered:

- Modeling Fundamentals
- Best-Practice Principles of Modeling
- Useful Excel Tools and Techniques for Modeling
- NPV Analysis for Investment Evaluation
- Make or Buy Decisions
- Optimal Product Mix Decisions
- Travelling Salesman Problem
- Linear and Exponential Growth Modeling
- Determining Customer Value

Readings Material:

- The course instructor shall share links to e-resources and readings with the participants during the class.

Assessment Matrix:

Assessment Criteria	Percentage
Quizzes/Assignments	20%
In-Class Modeling Exercises	30%
Attendance and Class Participation	20%
End Term Assessment	30%
Grand Total	100%

JK Lakshmipat University

Course Title: Capstone-I

Course Code: PW2101

Credits: 3

Course Instructors: Mr. Debraj Thripathy, Dr. Ashwini Sharma, Dr. Sarita Gupta

Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/program, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex-problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Assessment Matrix:

Assessment Criteria	Percentage
Group Evaluations	70
Class Participation	15
Report	15
Grand Total	100%

JK Lakshmipat University

Course Title: Law & Citizenship

Course Code: LS2104

Credit: 1

Course Instructors: Mr. Apurv Mishra

Overview:

You are a citizen. Which means you don't just possess legal rights and responsibilities in relation to a particular government, but rather you are a member of one or more communities that you want to improve. Your communities may range from a block of houses or a single institution to the entire planet. The seminar on Law and Citizenship will equip you to fulfil this role of a public-spirited citizen. We will study issues that directly affect the lives of millions of citizens in context of accompanying legal frameworks. All these lectures are different but they all take the perspective of the citizen, draw on and enrich practical experience, and aim for a combination of facts, values and strategies that work in India.

The seminar focuses on the following three themes:

- I. Why You Matter: Rights and Duties of Citizens
- II. How to Matter: Advocacy on Boring and Unpopular Issues
- III. What Matters Now: Revisiting Citizenship in 21st century

Why You Matter: Rights and Duties of Citizens (4 hours)

1. A Lawyer, a Judge and a Politician Walk Into a Bar: Rights & Duties of Citizens
 1. Elections and a new definition of patriotism
 2. How the Emergency transformed the relationship between citizen and state
 3. Public Interest Litigations and RTI

How to Matter: Advocacy on Boring and Unpopular Issues (3 hours)

2. Rat Tails in Hanoi: How to Transform Good Ideas into Good Legislation
 1. How can citizens influence government policy
 2. Executive, Legislative and Constitutional interventions
 3. Acts vs. Rules

What Matters Now: Revisiting Citizenship in 21st century (3 hours)

3. The Curious Case of Yuvraj Singh and Sahaja Chowdary: Private Agreements, Public Consequences
 1. Contracts and trust in society
 2. Incorporation: the most powerful idea of the last millennium
 3. Contract negotiations: why 49 is better than 51
4. What do Naruto and Sophia Deserve: Re-examining Ideas of Citizenship, Liability and Property
 1. Digital Sovereignty and Citizenship in the age of Big Tech
 2. Aadhar case study

That Spiderman Quote: Don't Be an Irresponsible Citizen

Assessment Matrix:

Evaluation Component	Weightage
Quizzes	60%
RTI Assignment	30%
Attendance	10%
TOTAL	100%

JK Lakshmipat University

Course Title: Special Topics in Economics & Public Policy

Course Code: EP2281

Credit: 1

Course Instructors: Santosh Mehrotra/Shubhasis Gangopadhyay

Format	Session
Lecture & Open Discussion	Theme: Diagnostics of Unemployment; Job Creation
Reading	A chapter from his upcoming book with NITI Aayog <i>Planning in the 20th Century and Beyond</i> . This will focus on 8 suggestions for the manufacturing strategy for India
Group Discussions	The students will be divided into groups of 10 to discuss 2-3 strategies each from the reading which will be facilitated by him.
Presentations & Conclusion	Each group gives a 15-20 minute presentation based on their readings and discussion which will be graded for the whole group.

Assessment Matrix:

Evaluation Component	Weightage
Class Participation	15
Presentation	35
Assignments (20 and 30 Marks)	50
TOTAL	100%

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Course Title: Filmmaking- Using Creativity to Drive Action

Course Code: LS2105

Credit: 1

Course Instructors: Aman Kaleem

Objective: To establish what is effective storytelling and how to do it.

Day 1| Duration 2.5 Hours

MODULE 1: Watching Films and what to see

Duration : 60 Minutes

1. Showing sequence of the film Whiplash: reference to explain 'What is a character in a story'; how to identify a character in a story; 'how to select a character based on the theme of the story?'
2. These lead to a discussion on the difference of 'fictional story' and 'non-fictional story', where 2 sets of trailers are screened: 'Whiplash and Shaadi Sex aur Parivaar' to establish the difference between non-fictional and fictional work.
3. Invited participants to share examples of nonfiction and fictional work they have seen.

How do they identify the difference? (Interactive session)

Deliverables for the module: Interactive Q&A to identify the difference between fictional and non-fictional story frames and to identify the elements that differentiate fictional and nonfictional work.

MODULE 2 : What is an arch?

Duration: 90minutes

1. This module begins with the 'Spine Rule'. Here, the participants are explained how to build a story around a social issue by establishing a character, context, problem statement, intervention, and impact. This is followed by showing a social impact story of 'Ayush', a school going kid who followed the said rule. This is followed by a role-play exercise, where all the participants are divided into 4 groups, where they develop a story on 4 social issues and enact it, following the 'Spine Rule'.
2. This is followed by explaining the elements of how to capture a good frame. For this, we make the participants use their mobile phones to take pictures of other participants by applying the rules of capturing a good frame.
3. Next, we explain to the participants the concept of lighting to capture a good frame, followed by 'how to capture sound effectively'.

Outcome of the module: By the end of the module the participants will understand the difference between fictional and non-fictional narrative; technicalities of shoot (frame, light and sound); how to build a narrative using 'The Story Spine' tool.

Course work after day 1- Write a one page story

DAY 2 | Duration 5.5 hours

MODULE 3: 'Read your story?'

Duration: 60 minutes

Objective: To invite participants' to read and analyse their story based on the parameters of effective storytelling shared in the previous 2 modules, what is interesting and relatable?

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Outcome of the module: By the end of the module the participants will be able to apply the previously explained parameters to their favourite stories to understand how effective storytelling tools work to move people.

MODULE 4: What is Consent and Ethics when capturing a story? Duration: 40 minutes

Objective: To invite participants' to understand the protocols to be followed when capturing a story.

Outcome of the module: By the end of the module the participants will understand: what is consent; how to take consent; rule of thumb for shoots.

MODULE 5: How to shoot your story

Duration: 40 minutes

Step 1. 'How to Shoot on Phone: the technicalities of a shoot'. Here we will describe the three components to be kept in mind while shooting on phone: Light, Sound, and Framing.

We will explain 'What is a frame?', followed by 'what does framing mean when shooting?'. What are the components that make a frame? How to select a suitable frame? Second, we will explain 'What does light mean when shooting?' (*Show a good frame and a bad frame: tell the difference*) Third, we will explain the 'role of light' in fictional narrative and non-fictional/documentary narrative.

MODULE 6: Shoot your story Duration: 60 minutes

Participants will be asked to create a short sequence on their phones with the discussed motion and framing techniques of 1 minute

Screening of the film - 60 minutes

Q and A and Evaluation of the session by students 30 minutes

Evaluation Scheme:

Component	Weightage
Class Participation	20%
Script	40%
Film	40%

Trimester-IV

JK Lakshmipat University

Course Title: Sales & Channel Management

Course Code: MA2201

Credits: 3

Course Instructors: Prof. Deepak Agrawal

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.

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.

Recommended Text Book:

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

Reference Books:

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

Articles:

- The Art of Selling(Schumpeter/The Economist)
- The Changing Environment of Selling and Sales Management (JPSSM Article)
- What makes a Good Salesman (HBR Article)
- Sales force effectiveness: A framework for researchers and practitioners(JPSSM Article)
- Distribution challenges and workable solutions (IIMB Management Review)
- Designing Channels of Distribution Reorienting Channels of Distribution (HBS Articles)
- 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	15%
Project (Group Project submission)	15%
Quiz-1 (Quizzes)	25%
End Term Exam	35%

JK Lakshmipat University

Course Title: Communication & Identity

Course Code: CC2113

Credits: 2

Course Instructors: Dr. Richa Mishra

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.

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 and Social identity
- Labelling Theory
- External and internal locus of Identity
- Personal Statement
- Steps to build Personal Brand
- Online presence
- Elevator Pitch, Cover Letter
- Presence in Personal Interviews

Tentative Session Plan:

Session no.	Topics to be Covered	Readings
S 1-3	<p>Introduction to course.What is Identity? Who am I?</p> <p>Meaning of Identity -Psychology, Sociology and Communication</p> <p>Identity Crisis.</p>	<p><i>Cultivating Everyday Courage</i> <i>James R. Detert</i> Pub Date: Nov 1, 2018 Harvard Business School Publishing - HBD Product #: R1806K-PDF-ENG Discipline: General Management Length: 9 p</p>
(S4-5)	<p>Factor that shape our identity</p> <p>Labels, Assumptions, Stereotypes</p> <p>Labelling Theory:Labeling theory states that people come to identify and behave in ways that reflect how others label them</p>	<p><i>The 3 Types of Diversity That Shape Our Identities</i> Celia de Anca; Salvador Aragón Pub Date: May 24, 2018 Source: Harvard Business School Publishing – HBD Product #: H04BSY-PDF-ENG Discipline: Human Resource Management Length: 1004 words</p>
(S6-7)	Self and Social Identity	<i>Anchor Yourself</i>

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	Are we who think we are? or Are we who others think we are? Layers of identity. Self-Identity and values	Ronald A. Heifetz, Marty Linsky Publisher: Harvard Business Review Press
(S8-9)	External and internal locus of Identity Locus of control is the degree to which people believe that they have control over the outcome of events in their lives, as opposed to external forces beyond their control. A person's "locus" (plural "loci", Latin for "place" or "location") is conceptualized as internal (a belief that one can control one's own life) or external (a belief that life is controlled by outside factors which the person cannot influence, or that chance or fate controls their lives).	<u>How Will You Measure Your Life?</u> Clayton M. Christensen Pub Date: Jul 1, 2010 Source: Harvard Business School Publishing - HBD Product #: R1007B-PDF-ENG Discipline: Organizational Behavior Length: 7 p <u>Upwork's CEO on How an Introverted Engineer Learned to Lead</u> Stephane Kasriel Pub Date: May 1, 2016 Source: Harvard Business School Publishing - HBD Product #: R1605A-PDF-ENG Discipline: General Management Length: 4 p
(S10-11)	Steps to build a Personal Brand Personal branding: meaning, importance and how to create and use it; the three Cs' of personal branding and	<u>A Strategic Marketing Plan to Successfully Deliver Your Professional Brand</u> Kimberly A Whitler Pub Date: Oct 20, 2015 Source: University of Virginia Darden School Foundation Product #: UV7572-PDF-ENG Discipline: Marketing Length: 7 p
(S12-13)	Online presence Creating an online presence for professional and personal branding through social media.(LinkedIn, Facebook etc.)	<u>What's Your Personal Social Media Strategy?</u> Soumitra Dutta Pub Date: Nov 1, 2010 Source: Harvard Business School Publishing - HBD Product #: R1011L-PDF-ENG Discipline: Organizational Behavior Length: 6 p
(S14-15)	Elevator Pitch Meaning and use of an elevator pitch in interview and workplace; techniques to craft and improve their pitch Purpose of a cover letter, types of the cover letter, the structure of a cover letter and tips on the cover letter, to craft their cover letter to be used for placements	<u>The Art of the Elevator Pitch</u> Carmine Gallo Pub Date: Oct 3, 2018 Source: Harvard Business School Publishing - HBD Product #: H04KFL-PDF-ENG Discipline: General Management Length: 992 words
(S16-20)	Presence in Group Discussion and Personal	<u>15 Rules for Negotiating a Job Offer</u>

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	Interviews Practice different types of group discussions, dos and don'ts of group discussions and use of techniques to perform well in GDs	Deepak Malhotra Pub Date: Apr 1, 2014 Source: Harvard Business School Publishing - HBD Product #: R1404K-PDF-ENG Discipline: General Management Length: 5 p
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Evaluation Scheme:

Component	Weightage
Assignments	30
Continuous Evaluation	30
Presentation (Group Discussion)	20
Mock Interview/Viva	20
Total	100

JK Lakshmipat University

Course Title: Prototype & Pilot

Course Code: ED2201

Credits: 3

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarize students with concepts pertaining to Value Proposition Canvas, Prototype & MVP, Business Model Canvas, Problem Vision Statement, Beach Head Strategy, Customer Persona, Go To Market Strategy 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 sessions and various 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 Pitch Decks

Course Content/Topics to be covered:

- Startup Idea Validation
- Prototyping & Testing
- MVP
- Problem Vision Statement
- Beach Head Strategy
- Brand Canvas
- MVP Canvas
- Customer Persona
- Go-to-market strategy
- Building your Pitch Deck

References (Textbooks/case studies/articles):

1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Hook Model – NirEyal
3. The Lean Startup – Eric Rise

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation	30
Project (Project Based Activities)	20
Assignments (Term-End Assignments)	35
End Term (Final Exam)	15

JK Lakshmipat University

Course Title: Business Simulation

Course Code: PW2106

Credits: 3

Course Instructors: Prof. Umamaheswaram Mandi/ Dr. Lokanath Mishra

Course Description:

Students of Business Management are required to work independently in decision making capacity as they climb up the corporate ladder, hence need to appreciate and practice working in

1. Interdisciplinary teams to develop products and solutions, organize resources that have constraints, and develop decision making skills that encompass the above said and other organizational objectives
2. Understand Customers, Competitors and market options available (along with a level of end-to-end product-market economics), and develop what it takes to succeed in the market (in the context of an organization)
3. Undertake work to fulfil development of products and services as per Customer's unmet demands or un-fulfilled desires,
4. Listening to Market feedback to re-tune their strategy, and
5. Appreciate and understand that decision making at the top i.e., at the level of a CEO is very lonely. It is rational so that CEOs make decisions taking all the above said factors in consideration but the consequences of decisions as a CEO have the ability to affect the organization, its employees, other stake-holders and in some cases the whole industry and hence be responsible decision-makers and exercisers of choice.

The intent is to equip the participant to learn by doing through the AIMA BizLab software that the university is acquiring for and build capabilities and capacities associated with the process as listed above.

Course Learning Outcomes:

The design of the course intends that at end of the course the student should be able to:

1. Develop an appreciation for at decision making in an organization with the interconnectedness in the organization (e.g. marketing, finance, industrial design, engineering, HR, production....).
 - a. Awareness of the role of multiple functions in creating a new product (e.g. marketing, finance, industrial design, engineering, production).
 - b. Ability to coordinate multiple, interdisciplinary tasks in order to achieve a common objective.
2. To develop skills that are budgetary, yet result-oriented in the face of constraints of budgets.
3. To bet-on Product development, R&D and continuous-improvement of products and organizational processes as matters of utmost importance for the sustainability of any organization (in the organization's context).
4. Products, Solutions and allied communication need to be culturally, relevant (e.g., Cannot attempt to market meat-products to vegetarian customers). And,
5. To appreciate an overall organizational perspective in decision-making and how to play a constructive role in decision making.

Other Design Outcomes:

- Take ownership for the process of decision-making and feeling confident to make decisions.
- Confidence in one's own abilities to take decisions of product launch, make investment decisions
- Reinforcement of specific knowledge from other courses through practice and reflection in an action-oriented setting.
- Enhanced team working skills.

This course is decided to be offered in 2 cohorts due to Pandemic season by the administration of JKLU and the participants (who choose to attend physically) would be encouraged to work with social distancing norms in a cohort and for the other cohort, it's offered over online. Each cohort is divided into groups as the tasks are assigned.

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Format for Offering the Course:

DAY	09:00 - 13:00		14:00 - 18:00		REMARKS	COMMENTS
Day-1	Organization - Its various departments - Functions - Cohort - 1	Cohort - 1	Introduction to AIMA BIZLAB SIMULATION SOFTWARE - Group -1	Cohort-1	COHORT-1 IS IN CLASS-ROOM	Cohort-2 IS TOTALLY FREE. BOTH THE PROFESSORS ARE ENGAGED TOGETHER
Day-2	PRACTICE SESSION WITH GUIDANCE FOR GROUP-1 AND Organization - Its various departments - Functions for Cohort-2	Cohort-2	Introduction to AIMA BIZLAB SIMULATION SOFTWARE - Cohort -2	Cohort-2	Cohort-1 STUDENTS IS ASSIGNED INDIVIDUAL TASK - maximum - 8 hours, every 2 hours a quarter. THE SAME TIME COHORT-2 IS IN THE CLASS-ROOM	Cohort-1 (as a separate group under one of the professor's supervision, while the other professor is engaging with the students of the other cohort for Teaching and learning).
Cohort -1 students COMPLETE individual 1st self play of 4 rounds practice session for 8 hours in Day-2 Guided by one of the professors. While the other professor is taking the class-room discussion sessions						
Day-3	PRACTICE SESSION WITH GUIDANCE - Cohort-2	Cohort-2	PRACTICE SESSION WITH GUIDANCE - Cohort-2	Cohort-2	Cohort-2 STUDENTS IS ASSIGNED INDIVIDUAL TASK - 8 hours, every 2 hours a quarter	Cohort-1 IS TOTALLY FREE - BOTH THE PROFESSORS ARE ENGAGED TOGETHER
Cohort -2 students COMPLETE individual 1st self play of 4 rounds practice sessions for 8 hours between Day-3 Guided by both the professors - BECAUSE IT IS ONLINE THE SECOND COHORT CAN BE GUIDED IN 2 GROUPS.						
Day-4	De-briefing Results	Cohort-1	De-briefing Results	Cohort-2	Either of the Cohort is free when the other Cohort is de-briefed	BOTH THE PROFESSORS ARE ENGAGED.
DAY-5	RESERVE DAY				ASSESSMENT BASED ON THE LOGIC OF PERFORMANCE BY INDIVIDUAL STUDENTS BY THE INSTRUCTORS	20%
DAY-6	GROUP FORMATION AND GROUP EXERCISE BRIEFING - START Cohort LEVEL GROUP EXERCISE OF 4 ROUNDS - Cohort-1 (7 HOURS OF GROUP EXERCISE)					Cohort-2 IS FREE
DAY-7	GROUP FORMATION AND GROUP EXERCISE BRIEFING - START Cohort LEVEL GROUP EXERCISE OF 4 ROUNDS - Cohort-2 (7 HOURS OF GROUP EXERCISE)					Cohort-1 IS FREE - 2 FACULTY TEAMS PLAY HERE AS OPPONENTS ALONG WITH COHORT-2 TEAMS
DAY-8	Debriefing in Groups the results- Cohort -1		Debriefing in Groups the results- Cohort -2			WHILE ONE COHORT IS BEING DE-BRIEFED THE OTHER ONE IS FREE. BOTH PROFESSORS ENGAGED.
DAY-9	GROUPS PRESENT THEIR STRATEGIES - Cohort-1		GROUPS PRESENT THEIR STRATEGIES - Cohort-2		WHILE ONE GROUP PRESENTS IN EACH OF THE COHORTS, OTHER GROUPS IN THEIR COHORT GET TO COMMENT, CRITIQUE...	WHILE ONE COHORT IS BEING DE-BRIEFED THE OTHER ONE IS FREE. BOTH PROFESSORS ENGAGED - 40%
DAY-10 RESERVE DAY						
DAY-11	FINAL INDIVIDUAL SIMULATION EXERCISE OF 4 ROUNDS		ALL STUDENTS INDIVIDUALLY GIVE ASSESSMENT - Results to be used for final assessment		ALL STUDENTS ENGAGED SIMULTANEOUSLY	BOTH THE PROFESSOR'S ARE ENGAGED - EACH MANAGING STUDENTS OF A COHORT. POST THE TEST, STUDENTS SHOULD PREPARE PRESENTATIONS OF THEIR STRATEGIES AND LOGIC OF CHOOSING DECISIONS AND THAT INDIVIDUAL ASSIGNMENT CARRIES A WEIGHTAGE OF -40%

Modalities

The Second Year Students are divided into 2 Cohorts. 1 Cohort of 12 people who will physically attend the session.

Cohort-1 will be subdivided into 6 teams of 2 members each.

Cohort-2 is of 11 students who are attending the course on the online mode. They are divided into 4 teams as follows: 3 teams of 3 members and one team of 2 members and 2 faculty members will form another set of 2 teams of 1 member.

Evaluation Scheme:

Component	Weightage (100)
Class Participation	20%
Mid Term	40%
End Term Exam	40%

JK Lakshmipat University

Course Title: Summer Internship Project

Course Code: PW2102

Credit: 6

Course Description

The internship provides students with an opportunity to grow professionally, identify personal strengths and weaknesses, apply learned theory to practical situations, and gain an experience of the role, duties, and responsibilities of the work that the student has chosen as a career. Summer internship duration is about 8-10 weeks commencing in the month of May. The Internship Completion Certificate (from Company) and the organization's Feedback Form are the pre-requisites for completion of the Summer Internship.

Course Objective

The aim of the internship program is to provide the student (future professional) with a comprehensive practical experience in a real setting where they apply their theoretical knowledge in practice.

Course Learning Outcomes

The expected outcomes achieved by the student at the end of the internship:

1. Apply theoretical concept in live projects.
2. Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment.
3. Closely understand and participate in business operations and decision making process.
4. Work under the guidance and support of industry mentors to become industry ready professionals.

Evaluation Scheme

Components	Weightage
Assessment (Faculty Report Assessment)	20 %
Industry Guide Feedback	20%
Presentation (External Examiner)	40%
Coursera Course Completion Certificate	20%

JK Lakshmipat University

Course Title: Product & Brand Management

Course Code: MA2211

Credits: 3

Course Instructors: Mr. Jishnu Changkakoti

Course Description and Objectives

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.

The course aims to deliver the following 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

Session Plan

Session No.	Topic	Reading Material	Case Study
1 & 2	What is Product Management & Brand Management? Marketing Planning: Category, Consumer & Competition Analysis. Market Potential & Sales Forecasting	<ol style="list-style-type: none"> 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 	<p>Cottle-Taylor: Expanding the Oral Care group in India by</p> <p>John A. Quelch & Aisa Zalosh; HBS Oct 2011</p>
3	What is Brand Equity – Definitions and Models of Brand Equity	<ol style="list-style-type: none"> 1. Core Text (Strategic Brand Management): Chapters 2 & 3 2. The Brand Report Card by Kevin Lane Keller – HBR Article 3. Brand Equity: An Overview by Paul W. Farris 	<p>Discussion on “The Brand Report Card” by Kevin Lane Keller</p>

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4	Developing Product Strategy	Core Text (Product Management): Chapter 8	Chase Sapphire – Creating a Millennial Cult Brand by Santana, Avery and Snively
5	Designing the Right Product	1. Core Text (PM): Chapter 8 2. 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	1. Managing the new product development process – Robert Dolan 2. Eager Sellers & Stony Buyers – Understanding the Psychology of New Product Adoption; John T. Gourville, June 2006 3. Note on Innovation Diffusion – John Gourville	
10	Growing through product and brand extensions	1. Core Text: Core Text (SBM): Chapter 12 2. Extend Profits, Not Product Lines: John Quelch & David Kenny; HBR Sep 1994	GoPro: Brand Extension by Michael Marks and Jaclyn C. Foroughi

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11	ProductLifeCycle:What it is and how to manage it	Exploit the Product Life Cycle – Theodore Levitt Nov 1965	Maggi Noodles in India: Creating & Growing the category Mid-term quiz to be held during this class - 20 questions, 20marks, 30 minutes
12	Managing Brand Equity over time	1. Core Text (SBM): Chapter 13 2. Managing Brands for the Long Term by Kevin Lane Keller	Dove: Evolution of a Brand
13	The Challenge of Managing Global Brands Locally	1. 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		

Recommended Books

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

Recommended Reading:

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

Case studies. Some case studies would be used as a part of the course. Students are expected to work in their groups and submit presentations on specific case studies on the evening before the relevant class. Based on the quality of work, specific groups will be asked to talk about aspects of their analysis during the class.

Evaluation Scheme

Students will be evaluated on the following four components.

- Assignment (Individual Assignment): 10marks.
- Project (Group Project): 30 marks. Students will work in groups of 3 on a project to be assigned to them.
- Mid Term (Mid-Term Quiz- 1): 20marks.
- End-Term Examination: 40mark

JK Lakshmipat University

Course Title: Retail Banking & Operations

Course Code: FA2203

Credits: 2

Course Instructors: Prof. Praveen Arora

Course Description:

The course provides overview of retail banking in general and specifically in India with an added focus on how Fintech is changing the landscape of retail banking.

It provides an overview of various retail banking products (liabilities, 3rd party sales, assets) covering product design, segmentation, marketing, operations and finally risk management tools.

How the rules of 4 P's (or 4E's in the digital world now) are as applicable to retail financial services as they are in FMCG products.

The course will help prepare students not only for career in retail financial services industry, however will also provide inputs on how to manage their financial life post their graduation.

Course Learning Outcomes:

- Awareness about various facets of retail banking and its operations
- How Fintech is transforming functions across retail banking specifically and financial services in a broader manner

Course Content/Topics to be covered:

- Chapter 1: History of banking and evolution of retail banking
- Chapter 2: Evolution of Fintech and introduction to Fintech
- Chapter 3: Retail liability products
- Field visit to a good private sector bank branch
- Chapter 4: Retail liability operations
- Chapter 5: Third party products
- Chapter 6: Loan calculator
- Chapter 7: Credit Bureau
- Chapter 8: Retail asset products
- Chapter 9: Fintech... payment gateways
- Chapter 10: Fintech... lending
- Chapter 11: Fintech... third party products brokerage, insurance, mutual funds
- Chapter 12: Retail asset operations & Fintech operations
- Chapter 13: Retail risk management
- Guest lecture by Fintech Industry Expert
- Presentation by students

References (Textbooks/case studies/articles):

- Retail Banking by Indian Institute of Banking ... Mocomillan Education, 2018 edition
- RaghuramRajan: Title - I do what I do, Publisher- Harper Business, Sep 2017
- VivekKaul: Title- Bad Banks and NPA, Publisher- Harper Business, June 2020
- India Fintech Report 2020: shared with students
- Course material by instructor Praveen Arora

Evaluation Scheme

Component	Weightage (100)
Minor Project	15%
Major Project	45%
End Term Exam	40%

JK Lakshmipat University

Course Title: Supply Chain Management

Course Code: OP2211

Credits: 3

Course Instructors: Dr. Sameer Mittal

Course Description:

In today's world the supply chains define the success of an organization. As the world is becoming global and organizations getting their products delivered to and from across the globe, it becomes vital to effectively and efficiently manage the supply chains. The course would enable students to understand the concepts and methods developed and applied by organizations in complex business environment.

Course Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts and theories of supply chain management.
- To aware students regarding how the supply chain concepts and theories have been applied by various organizations to achieve success.

Course Learning Outcomes:

On successful completion of this course, the students should be able to identify and design the better supply chains for an organization.

Topics to be Covered

- Introduction to supply chain management
- Supply Chains Strategies
- Assignment Method in Supply Chain
- Supply Chain Drivers
- Designing Supply Chain Distribution Networks
- Bullwhip Effect
- Triple A of Supply Chain
- IT/Digital Supply Chains

Reference Books:

- 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, McGrawHills
- 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
Mid-Term	15%
End Term Exam	25%
Assignment	12%
Case Study	12%
Presentation	36%
Total	100%

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Note:

- Class notes may be provided in the form of slides, pdf and the spreadsheets for the class demonstration will be shared.
- All topics will be supported by cases. Cases may be given as an assignment or students may be given some time in the class (break-out sessions) and then discuss them.
- Extra reading material will be shared and will be included in the quiz/exams.
- Quiz will be objective and open book and open notes in nature.
- Students are expected to bring their calculators in each lecture.
- Some quizzes will be surprise in nature, and they may be replaced with assignments as well.
- Students who miss an exam/ quiz shall directly talk to the instructor for make-up, and it depends on the discretion of the instructor.
- Case studies will be done in groups. Students will be given data and they will need to analyze this data and share their findings and recommendations. Alternatively, students may also be asked to study existing research and critic the statistical tools used by the researcher.
- The students can preferably contact instructor by email. Emails should be sent to the instructor in the format SemNo. _Surname_Name_Reason. For example: - TermIV_Mittal_Sameer_Appointment.

JK LakshmiPat University

Course Title: Organization Culture & Change

Course Code: BS2104

Credits: 3

Course Instructors: Dr. Richa Mishra

Course Description:

Institutions in most parts of the world are faced with a period of rapid and dramatic change. It is vital that the external demands imposed on them are adapted and established. The course will explore different ways of analysing and interpreting organisational culture and look at organisational management concepts, techniques and processes.

Course Learning Outcomes:

After completing this course, students should be able to:

1. Describe what organizational culture and it's important for an organization
2. Recognize key factors determining organizational culture
3. Illustrate their understanding with examples from own experience, research and business environment.
4. Assess whether a culture is weak or strong
5. Explain the emotions and dynamics of change
6. Identify particular external issues impacting on a businesses' need to change.

Course Contents:

1. Definition and meaning of organizational culture
2. Organizational culture theories and typologies
3. Competing Values Framework
4. Shein's Theory of Culture
5. Role of leadership in organizational culture
6. How organizational culture emerges /evolves
7. Organizational culture assessment/diagnostic methods
8. Understanding change
9. Levels of change
10. Managing resistance and organizational culture
11. The process of organizational change
12. Organizational development and change

Suggested Readings:

1. D.E. Meyerson, 2001. "Radical Change the Quiet Way," Harvard Business Review. October.
2. Q. N. Huy, 2001. "In Praise of Middle Managers," Harvard Business Review. September.
3. Kotter, John P. (1996). Leading Change: Why Transformation Efforts Fail. In Harvard Business Review on Leading Through Change. Boston, Harvard School Publishing. Pages 1-18.
4. Mayerson, Debra (2001). Radical Change the Quiet Way. In Harvard Business Review on Leading Through Change. Boston, Harvard School Publishing. Pages 59-81
5. Armenakis, A., Brown, S. & Mehta, A. (2011). Organizational Culture: Assessment and
6. Transformation. Journal of Change Management, Vol. 11, No. 3, 305-328.
7. Collins, Jim (1999). "Turning Goals Into Results: The Power of Catalytic Mechanisms." Harvard Business Review, 77, 4, 70-82

Evaluation Scheme:

Components	Weightage (in percentage)
Class Participation	10
Quiz	20
Presentation	20
Assignments	20
End Term Exam	30
Total	100

JK Lakshmipat University

Course Title: Options, Futures and Risk Management

Course Code: FA2205

Credits: 2

Course Instructors: Prof. Umamaheswaram Mandi

Course Intends:

- 1) To understand and develop application knowledge of various risk-management tools including forward contracts, options, futures, forwards and swaps.
- 2) to examine and assess the derivative market mechanics and strategies to use the same for the functional benefit by a firm;
- 3) to provide nuanced understanding of futures and options markets with respect to mechanics of trading, settlement and delivery in various classes of assets;
- 4) to evaluate the hedging mechanism and other strategies to minimize the price or basis risk, and
- 5) to explore the challenges and opportunities for a firm's participation in the derivative market within the boundaries of regulatory compliance introduced by the regulator

Course Learning Outcomes:

The design of the course intends that at end of the course the student should be able to:

- 1) appreciate various financial risk management concepts and their applications;
- 2) to be familiar with the nomenclature of derivative trading and risk management strategies;
- 3) comprehend the mechanism of hedging by utilizing the futures and options or synthetic derivative instrument

Tentative Session Plan:

Course Module	Session-Topic	Content	Description
Module-1	1 - 2	Present Value and Opportunity cost of Capital. Net Present Value and investment decisions	This introductory course content serves to master the practical aspects of integrated decision-making in a corporation. The theory and practice of corporate finance would help managers to understand and appreciate how companies and financial markets are related and give a heads-up to make appropriate decisions.
	3	Introduction to Risk, Return and Opportunity Cost of Capital (from the prism of risk and opportunity cost)	
Module-2	4 -5	Futures, Options, how do they work and their mechanics.	Introduction to derivatives - Definition, types of derivatives, Uses of derivatives, Exchange-traded vs. OTC derivatives, Derivatives in India, Regulation for derivatives trading and overview of SEBI guidelines related to derivatives trade
		Business Snapshot: 1. Lehman Brother's Bankruptcy 2. Metallgesellschaft: Hedging Gone Awry	
	6 -7	Forward and Futures Rates- How to Determine and the Concept of Interest Rate Futures.	
		Business Snapshot: CME Nikkei 255 Futures Contract	
	8 -9	Options; Underlying Assets; Margin Requirements; Warrants Stock Options and Convertibles – How do they work?	
		Business Snapshot: 1. What is Risk-Free Rate? 2. Large Dividend Case	
	10	Industry Professional Interaction	Professionals from Diversified Risk Management Background from Conglomerates as Aditya Birla Group or ITC to be invited for Student Interaction

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Each Session Topic is of 2 Hours.

Text Book:

- Hull, John C. and Basu, Shankarshan (2018). *Options, Futures and Other Derivatives* (10th Ed), Pearson, New Delhi
- For Reference and concept clarity on revision portions use: *Principles of Corporate Finance*, Brealey and Myers (7th edition or later)

Study Material:

A. Other Sources:

- Business news in the Internet, and internet quotation (e.g., <http://www.cme.com/market/vendor.html>)
- Assigned video-content over for learners to watch, to be assigned by the instructor to independently pace the learning on their own.
- To Notify the detailed set of contents
- To organize interaction-sessions with corporate practice professionals who are operate in the derivatives-market as a part of their risk-management practice, to help the students develop real-usage understanding of the methodology and instruments.
- Class-discussion material to be given by the instructor

B. Business Snapshots:

1. The Lehman Bankruptcy; 2. Metallgesellschaft: Hedging Gone Awry; 3. The CME Nikkei 255 Futures Contract 4. Gucci Group's Large Dividend – From pages 4, 85, 140 and 246 of the Text book prescribed above.

Evaluation Scheme:

Component	Weightage
Mid - Term Exam	30%
Final – Term Exam	40%
Continuous Evaluation (Class Participation & Homework)	30%

Each exam will be of 2 hours

Trimester-V

JK Lakshmipat University

Course Title: Strategic Management

Course Code: ST2102

Credits: 2

Course Instructors: Prof. Jishnu Changkakoti

Course Description and Objectives:

Strategic Management is all about a set of decisions and actions that result in the design and activation of strategies to achieve the objectives of an organisation under conditions of uncertainty. The development, formulation and operational implementation of “Corporate Strategy” are key activities for the achievement of sustainable competitive advantage concerned with the long term success of the organisation as a whole.

All organisations are faced with the challenges of strategy development; some from the desire to grasp new opportunities, others to overcome significant problems. It is necessary to understand why this activity is important for organisations, why and how changes in strategic direction can take place, how strategic decisions are taken applying concepts that are useful in understanding these issues. Largely, Strategy and Strategic Management are so important that they need to be distinguished from other organisational challenges, decisions and tasks. This courses seeks to serve as an introduction to various aspects of strategy for MBA students.

Tentative Session Plan:

Session No.	Topic	Reading Material	Case Study
1 & 2	An Introduction to Strategy & Strategic Management	What is Strategy?’ Harvard Business Review, Nov./Dec. 1996. HBR 96608-PDF-ENG	
3 & 4	<ul style="list-style-type: none"> Competitive factors that shape strategy Vision and mission 	Building Your Company’s Vision, Harvard Business Review, Sep./Oct. 1996. HBR 96501-PDF-ENG	Starbucks Coffee Company- Transformation and Renewal HBR 314068-PDF-ENG
5 & 6	Analysing the external environment	The Five Competitive Forces That Shape Strategy, Harvard Business Review, January, 2008. HBR R0801E-PDF-ENG	Cola Wars Continue: Coke and Pepsi in 2010. HBR 711462-PDF-ENG
7 & 8	Analysing the internal environment	Core Competency of the Corporation, Harvard Business Review, May/June, 1990. HBR 90311-PDF-ENG	
9 & 10	Business level strategy part 1	From Competitive Advantage to Corporate Strategy, Harvard Business Review, May/June, 1987. HBR 87307-PDF-ENG	Walmart Inc. takes on amazon.com . HBR 718481-PDF-ENG
11 & 12	Business level strategy part 2	Blue Ocean Strategy. HBR R0410D-PDF-ENG	
13 & 14	Global Strategy		House of Tata: Acquiring a Global Footprint HBR 708446-PDF-ENG
15	Alliances/JVs/ M&As	Not all M&As are Alike, Harvard Business Review, March, 2001. HBR R0103F-PDF-ENG To Diversify or Not to Diversify, Harvard Business Review, Nov/Dec., 1997. HBR 97608-PDF-ENG	

Each Session is of 2 Hours

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List of Case Studies & Readings:

1. What is Strategy?' Harvard Business Review, Nov./Dec. 1996. HBR96608-PDF-ENG
2. Building Your Company's Vision, Harvard Business Review, Sep./Oct. 1996. HBR 96501-PDF- ENG
3. Starbucks Coffee Company-Transformation and Renewal HBR314068-PDF-ENG
4. The Five Competitive Forces That Shape Strategy, Harvard Business Review, January, 2008. HBRR0801E-PDF-ENG
5. Cola Wars Continue: Coke and Pepsi in 2010. HBR711462-PDF-ENG
6. Core Competency of the Corporation, Harvard Business Review, May/June, 1990. HBR 90311-PDF-ENG
7. From Competitive Advantage to Corporate Strategy, Harvard Business Review, May/June, 1987. HBR87307-PDF-ENG
8. Walmart Inc. takes on [amazon.com](https://www.amazon.com). HBR 718481-PDF-ENG
9. Blue Ocean Strategy. HBRR0410D-PDF-ENG
10. House of Tata: Acquiring a Global Footprint HBR708446-PDF-ENG
11. Not all M&As are Alike, Harvard Business Review, March, 2001. HBRR0103F-PDF-ENG
12. To Diversify or Not to Diversify, Harvard Business Review, Nov/Dec., 1997. HBR 97608-PDF- ENG

Evaluation Scheme:

Component	Weightage (100)
Mid-Term Quiz	20
Group Project	30
Individual Assignment	10
End-Term Examination	40

JK Lakshmipat University

Course Title: B2B Marketing

Course Code: MA2212

Credits: 2

Course Instructors: Prof. 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 would 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:

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

Tentative Session Plan:

Topic No.	Session No.	Topic	Reference Readings
1.	1-2	B2B Marketing-Overview and framework of the topic	Class slides/ pre-read articles
2	3-4	Planning and performance assessment (internal): How to approach a B2B scenario?	Class slides/ pre-read articles
3	5-6	Product and pricing strategies in B2B markets	Class slides/ pre-read articles
4	7-8	Customer behaviour in B2B markets: Purchasing process and functions	Class slides/ pre-read article/cases*
5	9	Marketing Channels and their role in B2B environments	Class slides/ pre-read article/cases*
6	10-11	Market and competitor analysis (external): How to evaluate the ecosystem in any B2B environment?	Class slides/ pre-read article/cases*
7	12-13	Communication strategy and the importance of Business Marketing Communication (Promotion)	Class slides/ pre-read article/cases*
8	14-15	The art of selling in a B2B ecosystem: Direct and indirect sales perspectives	Class slides/ pre-read article/cases*
9	16	B2B marketing dynamics in a Global Framework (Brief layout)	Class slides/ pre-read article/cases*
10	17-20	Group presentations/ assignments/ submissions	To be announced in-class

Special Instructions

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.

References :

1. Text Book: Alan Zimmerman, Jim Blythe_Business to Business (2019); Routledge

Evaluation Scheme:

Component	Weightage (100)
Class Participation and Discussion	20
Group Projects /Assignments	30
Quiz	20
End Term Examination	30

JK Lakshmipat University

Course Title: Sales & Marketing of Services

Course Code: MA2213

Credit: 1

Course Instructors: Prof. Somraj Bhattacharjee

Course Description:

The curriculum is designed for students with prospective careers in services and goods industries. The course intends to improve the students' understanding of the distinctive aspects of services marketing and enhances their ability to apply marketing strategies to create, communicate, and deliver customer value in the service economy.

Course Objectives

The specific objectives of the course are:

- 1) To analyse the marketing strategies in services and goods industries.
- 2) To understand the intricacies of solving managerial problems for Service Industry Professionals.

Tentative Session Plan

Topic No.	Session No.	Topic	Reference Readings
1.	1-2	Services Marketing-Overview and framework of the topic	Class slides/pre-read articles
2	3-4	Services Positioning in competitive markets	Class slides/pre-read articles
3	5-6	Service Development and Distribution	Class slides/pre-read articles
4	7-8	Services Pricing and Revenue Management	Class slides / pre-read article/cases*
5	9-10	Services Quality and Recovery	Class slides/ pre-read article/cases*

References

Recommended Text Book: Lovelock, Christopher and Jochen Wirtz, Services Marketing, People, Technology, Strategy, Prentice Hall

Evaluation Scheme

Component	Weightage (100)
Class Participation and Discussion	30
Group Projects /Assignments	40
End Term Examination	30

JK Lakshmipat University

Course Title: Essentials of Taxation

Course Code: FA2103

Credit: 1

Course Instructors: Prof. Prashant Sipani

Course Description:

The course is designed to let the students develop knowledge in the areas of:

- basic framework of Direct Taxes and Indirect Taxes in India.
- terminology of Tax Laws
- basics of five different Heads of Incomes that can be taxed

Course Learning Outcomes:

On completion of the course the student should be able to –

- To understand the basic concepts of Income Tax and Goods and Service Tax (GST)
- To differentiate between the four avenues of taxation viz. Tax Planning, Tax Management, Tax Avoidance and Evasion
- To understand the computation of Total Income and Tax liability

Course Content/Topics to be covered:

- Tax – Meaning, Types, Principles of Direct and Indirect Taxation; Basic framework of tax laws in India
- Basic Concepts – Assesses, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Exemption, Deductions, Rebate, Relief, Total Income, Finance Act, Types of Companies, etc.
- Residential Status and Tax incidence – Meaning of residential status, Computation of residential status of Individual, HUF, Firm, Association of Persons and Company; Relationship between residential status and incidence of tax
- Meaning and Scope of Tax Planning, Tax Evasion, Tax Avoidance and Tax Management. Computational Steps, Filing of Returns and Assessments, Advance Tax, TDS, TCS
- GST – General framework of different acts, Basic Concepts, Levy and Collection, Input Tax Credit, Reverse Charge Mechanism, Composition Scheme, E-Way Bill, etc.

References (Textbooks/case studies/articles):

1. Manoharan, T. N. and Hari, G. R.; Direct Tax Laws and International Taxation; Snow White Publications, Mumbai
2. Kapil, V.K, Singhania, Direct taxes- Law Practices, Taxman Publications, New Delhi.
3. Vinod K., Kapil, Singhania, Direct Taxes Planning and Management, Taxmann Publications, New Delhi.
4. Vinod K. Singhania, Student Guide to Income Tax; Taxmann Publications, New Delhi.
5. Ahuja, Girish and Gupta, R.; Direct Taxes, Bharat Law House, New Delhi.
6. Ahuja, Girish; Systematic Approach to Income Tax, Bharat law house, New Delhi.

Evaluation Scheme:

Component	Weightage (100)
Assignment	40%
Quiz	20%
End Term Examination	40%

JK Lakshmipat University

Course Title: Understanding & Managing Conflict

Course Code: CC2115

Credits: 2

Course Instructors: Dr. Richa Mishra/Dr. Vijaylakshmi

Course Description

In today's increasingly complex and fragmented world, it is important to be able to resolve conflicts and build healthy relationships. Interpersonal and Group Dynamics is a course designed to prepare students to identify conflicts, manage emotions, analyze the situation and characters, and practice different frameworks to deal with conflicts.

Course Learning Outcomes:

The students will be able to:

- Define a group and explain the stages of group development
- Describe conflict and explain types and causes of conflict
- Use inquiry and advocacy to engage with groups
- Give and receive feedback effectively
- Identify sources of conflict and manage them using difference conflict handling styles

Course Content:

1. Introduction to the stages of group development
2. Introduction to Personality, Perception and Learning as source of differences in individual and groups
3. Nature, Types and sources of Conflict
4. Conflict Resolution Strategies
5. Emotional Intelligence
6. Empathy and Feedback
7. Inquiry & Advocacy – Concept of silence (Masking, Avoiding, Withdrawing) and violence (Controlling, Labeling, Attacking)

References for Reading:

1. Fisher, R., & Ury, W. (2011). Getting to yes: Negotiating agreement without giving in. Toronto, ON: Penguin Random House.
2. Harper, G. (2004). The joy of conflict resolution: Transforming victims, villains and heroes in the workplace and at home. Gabriola Island, BC: New Society Publishers.
3. Miles, E. W. (2013). Developing strategies for asking questions in negotiation. Negotiation Journal, 29(4): 383–412. doi: 10.1111/nej.12034.

MOOC Reference Course:

(Certificate is not mandatory, this course is used for reference)

- a. Course Title: Conflict Management Specialization
- b. Offered by: University of California, Irvine
- c. Duration and Course Load: 4 months, 1-2 hours/week
- d. Platform: Coursera

Evaluation Scheme:

Component	Weightage (100)
Assignments	20%
Class Participation	20%
Quiz (I&II)	40%
End Term Examination-Viva	20%

JK Lakshmipat University

Course Title: Business Plan & Pitch

Course Code: ED2202

Credits: 3

Course Instructors: Mr. Apoorv Bamba

Course Description:

This course intends to familiarize students with concepts pertaining to Sales, Branding, Fundraising, Market Research, Business Plan and Pitching. The aim is to give students a deep understanding of these concepts around entrepreneurial finance and business plan, 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, identifying shortcomings, revenue models selling and pitching and becoming investment ready. With the help of real-life examples, visual aids, mentor connect sessions and various 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 help students to understand the target customer and market/sell their product
- To help students identify the most efficient Sales and Marketing strategies
- To help students create a Revenue Model of their venture
- Become familiar with business plan and investor pitch
- Equip students with technical knowledge around building Pitch Decks

Course Content/Topics to be covered:

- Sales
- SWOT Analysis
- Competitor Research
- Financial Projections
- Marketing
- Branding
- Fundraising
- Business Plan and Pitch
- Investor Pitch

Course handouts will be provided with relevant references to chapters, articles, and patents.

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation	30
Project (Project Based Activities)	20
Assignments (Term-End Assignments)	35
End Term (Final Exam)	15

JK Lakshmipat University

Course Title: Mathematical Thinking

Course Code: ID2180

Credits: 2

Course Instructors: Dr. Yugank Goyal

Course Description:

The purpose of this course is to explore mathematics as an idiom of thought. This idea goes further from understanding math as merely a technique, and explores the subject as an independent mode of inquiry. Students often believe they dislike mathematics by the time they come to college. Some students fear math. Some just loathe it. This course aims to bring mathematics to the students, as it philosophically is, not what it appears to be. In other words, the objective of the course is to develop sensitivity and appreciation towards logical reasoning which is manifested in looking at the world through numbers, frames, quantitative design and therefore develop interest in math-based subjects that student may want to engage in, later. That said, the course may not act as a prerequisite for other advanced courses relying on mathematics, but it definitely forms an introduction to mathematical thinking, to generate interest in it in the first place. It frames solid base of applying mathematics in everyday thinking.

The course will demonstrate how mathematics is the language of nature. Students will approach mathematics not only as a set of problems, but also as a natural as well as social phenomenon. The course will also approach mathematical inquiry as a means for exploring both the physical sciences and social sciences with examples ranging from genetics, computer science, linguistics, design, abstract reasoning, cartography, formal and informal logic. The course does not assume students to have had a background in mathematics, and therefore has a foundational promise, with swift possibilities to build advanced concepts over them.

Course Learning Outcomes:

Students, by the end of the course should be able to think and develop mental faculties with respect to the following frames of imagination:

- a. Inductive and deductive reasoning
- b. Building a mathematical formulation or a picture in head, about a non-mathematical problem
- c. Heightened sensitivity towards understanding logic
- d. Abstract thinking about infinitesimally small distances, and theorize on thought experiments
- e. Idea of randomness
- f. Create distorted representation of pictorial figures if asked
- g. Tricks to find the important idea amongst all the good and bad ideas bundled up together
- h. Basic mathematical literacy to understand some symbolic representation
- i. Ability to convert symbols into sentences and the other way round
- j. Question and critique on logic
- k. Sensitivity for proofs
- l. Perceive the foundational applications of AI, ML

Appreciate the nondeterministic nature of this world, alongside powers of numerical precision

Course Content/Topics to be covered:

During the ten sessions of the course we will address a number of key areas in mathematical thinking. The objectives will be to both understanding how math assists thinking, as well as how the mechanics of various problem types are best approached and solved.

Session One: Mathematics in Nature (2 hours)

- Introduction to the Course
- Appreciating how mathematics is a language of nature, its presence around us and identifying it,
- Logic and Coding processes of the mind
- Math as a way of thinking

Session Two: Logic (2 hours)

- Using logic to interpret meanings, words, and symbols,
- deductive and inductive logic,
- Critical Thinking

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- Evolution of mathematics, as a priori knowledge
- Paradoxes in Mathematics

Session Three: Number System (2 hours)

- Number systems (position holders and otherwise)
- Idea of base in number systems
- Calculating if base is different

Session Four: and Set Theory (2 hours)

- Understanding sets, and seeing the application
- Logic through Venn diagrams
- Hilbert's program and Gödel's incomplete theorem
- Russel's Paradox
- Cantor's Diagonal Proof

Session Five: Graph Theory and p vs np problem (2 hours)

- Graph theory with Euler's diagrams
- Hamiltonian Paths
- Imagining and drawing graphs
- Applications in cartography
- P vs. NP problems (using Hamiltonian path understanding)

Session Six: Geometry (2 hour)

- Understanding axiomatic approach
- Finding geometric proofs using deductions and why it works best
- Basic understanding of dimensions
- Non-Euclidean geometry

Session Seven: Fair Distribution (2 hours)

- Dividing up when equal division is not possible
- Dividing up in 2, 3, or n unequal but fair parts

Session Eight: Introduction to philosophy of calculus (2 hours)

- Why rate of change and what makes them powerful in mathematical thinking,
- Need for thinking about infinitesimally small values
- Limits to a value, and difference from the value itself
- Simple derivation to get a sense
- Why is derivative nothing but the slope of the curve

Session Nine: Voting Methods (2 hours)

- Weighted voting (designing systems of voting)
- Various types of voting methods (majority, plurality, instant runoff, Borda Count etc.)
- Arrow's Impossibility Theorem

Session Ten: Complex Adaptive Systems (2 hours)

- Randomness and nonlinearity
- Chaos Theory
- Concept of complex adaptive systems
- Evolution and its wisdom
- Genetic Algorithm
- Introduction to Cellular Automata

References (Textbooks/case studies/articles):

These are only indicative.

1. Angel, A. R., & Porter, S. R. (2009). *A survey of mathematics with applications*. Pearson Addison Wesley.
2. D.J. Struik (1942), *On the Sociology of Mathematics*, *Science & Society*, Guilford Press
3. Dantzig, T. (2007). *Number: The language of science*. Penguin.
4. Edward Burger and Michael Starbird (1999), *The Heart of Mathematics: An Invitation to Effective Thinking*, Key College
5. G.H.R. Parkinson and H.G. Shanker, *Routledge History of Philosophy: Philosophy of Science, Logic and Mathematics in the 20th Century*, London: Routledge (select chapters)
6. Gel'fand, S. I. et. al. (2002). *Sequences, combinations, limits* (Vol. 3). Courier Corporation.

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7. Gerard Alberts (1994), On Connecting Socialism and Mathematics: Dirk Struik, Jan Burgers and Jan Tinbergen, *Historia Mathematica*
8. H.J.M. Bos and H. Mehrtens (1977), The Interaction of Mathematics and Society in History Some Exploratory Remarks, *Historia Mathematica*
9. Jack C. Gill & Robert Blitzer, *Competency in College Mathematics*, H&H Publishing, Clearwater Florida (select chapters)
10. John Tabak, *Mathematics and the Laws of Nature: Developing the Language of Science*, New York: Facts on File
11. Karl J. Smith, *The Nature of Mathematics* (12e), Little, Brown
12. Keith Devlin (2012), *Introduction to Mathematical Thinking*
13. Kline, M. (1967). *Mathematics for liberal arts*. Addison-Wesley Pub. Co..
14. Marcia Ascher (1984), Mathematical Ideas in Non-western Culture, *Historia Mathematica*
15. McGinnis, R. (1965). *Mathematical foundations for social analysis*. The Bobbs-Merrill.
16. Mitchell, Melanie (2009). *Complexity: A guided tour*. Oxford University Press.
17. Ore, O. (1990). *Graphs and their uses* (Vol. 34). Cambridge University Press.
18. Paulus Gerdes (1994), On Mathematics in the History of Sub-Saharan Africa, *Historia Mathematica*
19. Polya, G. (1954). *Induction and analogy in Mathematics*, Princeton University Press
20. Polya, G. (2014). *How to Solve It: A New Aspect of Mathematical Method: A New Aspect of Mathematical Method*. Princeton university press.
21. Sarukkai, S. (2005). Revisiting the 'unreasonable effectiveness' of mathematics. *Current science*, 88(30), 415-423.
22. Sarukkai, S. (2003). Applying mathematics: The paradoxical relation between mathematics, language and reality. *Economic and Political Weekly*, 3662-3670

Evaluation Scheme:

Component	Weightage (100)
Continuous Evaluation	40
Class Participation	20
End Term Exam	40

JK Lakshmipat University

Course Title: Financial Markets and Services

Course Code: FA2202

Credits: 3

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.

Tentative 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

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Evaluation Scheme:

Component	Weightage (100)
Quiz	20
Assignments	40
Class Participation	10
End Term (Final Exam)	30

JK Lakshmipat University

Course Title: Marketing Analytics

Course Code: MA2214

Credits: 3

Course Instructors: Prof. Umamahesvaram Mandi

Course Description:

Students of Marketing are required to work on supporting analysis for decision making. Marketing initiatives and decisions with respect to Products and Customers such as optimising marketing-mix, assessing value and its drivers, perception management, new product launch, increasing sales effectiveness etc. require professionals to be proficient in using data to

1. Develop an initial understanding
2. Work with experts for detailed analysis and evolving way-forward measures.

Companies are witnessing an exponential growth in customer data and find they are ill prepared to turn data into meaningful information for marketing decision making. This data comes from a variety of sources including email and other unstructured text; cameras; distribution and logistics; marketing research; media usage; customer buying records; competitive and business intelligence; POS scanners; internet marketing including web searches and navigation; and social media. With so much raw data available, organizations need with employees with capabilities to use them.

Marketing Analytics is both an art and a science to discover and understand patterns in a company's data in order to predict and improve business performance under forecasted environmental, economic, and competitive conditions. Analytics leads to a deeper understanding of customers and markets which also helps create new and innovative products and services, better customer targeting, improved pricing, and superior growth in revenues, profits, and market share. Companies today are seeking graduates fully grounded in business principles, but who also possess the analytical skills to help or co-work to develop better decision models and create more accurate predictions of customers' response to business decisions.

Course Learning Outcomes

The course intends to work with the participants to develop an appreciation and usage understanding of the following:

- Customer and Market Segmentation
- Consumer Preference Studies
- Customer Lifetime Value
- New Product Decisions and
- Pricing Analytics and Optimization

The course shall apply the basic applications of techniques and interpretation of the various analytical techniques to understand Segmentation; New Product Decisions; Pricing Analysis and understanding Customer preferences. These techniques would be used as follows in a context (and create the motivation for further exploration):

- Descriptive analysis for understanding the various market or customer characteristics
- Cluster analysis and Segmentation Tools (K-means etc) for Product Segmentation
- Factor analysis for Customer segmentation
- Regression techniques for Customer satisfaction through Key Driver analysis and also with an introduction to marketing techniques of forecasting market and consumer trends
- Perceptual maps for all kinds of segmentation
- Customer Preferences etc

Predominantly case-study method will be used with analysis of data in this course. It will be Aided by data-sets in the text book to perform various situations and their likely outcomes.

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Other Design Outcomes

To understand the concept of Customer Lifetime Value (CLV) as an indirect measure of marketing and organizational success

Topics to be Covered:

Topic	Reading Material	Case Study or Analysis of Data Sets	Assignment Allotted
Basic Techniques to obtain Insights into data and Laying foundation for Advanced Analytics	Text book: Chapters 15	Class-Exercise: Analysis of Data Set provided in Chapter 15 to obtain insightful conclusions and Hypothesis formulation and testing	Analysis of Class- Data Set Chapter-15 Continued and Completed.
Introduction to Marketing Analytics – An introduction to Measurement and scales. And Sampling Size determination (initial and final)	Text book: Chapters 8 and Chapter12 Big Data: The Management Revolution by Andrew McAfee and Erik Brynjolfsson HBR, October 01, 2012 (https://harrrt.ucla.edu/wp-content/uploads/2015/12/Big-Data-The-Management-Revolution-.pdf)	Indian Products Limited (A): Plan for Data Analysis – IIMA/MAR0303(A) Variable Code-Book Preparation and Data Analysis plan preparation	Sample Size Determination
Marketing managers are often faced with the decisions on the level of investment in different marketing activities. A framework for making the resource-allocation process more data-driven. This perspective of resources allocation for strategic goals of a firm is reflected in the marketing front.	A Resource-Allocation Perspective for Marketing Analytics – by Paul W. Farris and Rajkumar Venkatesan #: UV6783-PDF-ENG	Class-Exercise: Introductory analysis of Data Set from Case 1.1 of the text book. The Birth of Dunia (B): Time to Actively Start Lending? by Swee Liang Tan, Kevin Sproule, S.N. Venkataramanan SMU384 PDF-ENG	
Product Segmentation wherein marketers analyze the product characteristics or benefits that customers seek, the various benefits that the products offer act as observed variables. Some of these variables could be correlated and hence grouped together into an observed factor. Robust insights into customer choices through their grouped benefits can be obtained through this analytic framework	Text Book: Chapter-19: Factor Analysis	Class-Exercise: Introductory analysis of Data- Set from business case data set 19.1 from the text book	Data set from business case data set 19.1 - Text book Continued and completed

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Identification of preferences of customers to help launch retail-outlets, service centers etc.; customer-attributes that can help in product-launches, determining customer segment specific promotion strategies. Broadly this forms the theme of Customer segmentation	Text Book: Chapter-20	Segmentation at Sticks Kebab Shop - Case M-0866 / Published March 7, 2014 Class-Exercise: Introductory analysis of Data- Set from Case 20.1 from the text book	Data set from case 20.1 - Text book Continued and completed
Customer Lifetime Value (CLV) can be more useful in shaping managers' decisions. forecasting future activity. CLV is a measurement of how valuable a customer is to a firm with a very long-term as opposed to just the first purchase. This metric helps understand among other things the cost of acquisition	University of Connecticut and IBM video URL: https://youtu.be/tHc-a_4Ze3c	The Power of CLV: Managing Customer Lifetime Value at IBM, January 2008 Marketing Science 27(4):585-599	
Correlation and Regression: Normally Used in initial analysis and studies as a valid measure of prediction of purchase behavior. To understand the relationship that exists between a dependent decision variable with that of a set of independent variables (variables are metric)	Text Book: Chapter-17	Class-Exercise: Chapter-17 Ex Sneakers Data Analysis and discussion of results	Data set: 17.1 completion of exercise
Introduction to Discriminant Analysis: To understand, distribute and classify customers, retail-concepts etc into groups or categories	Text Book: Chapter- 18	Class Exercise: Chapter-18.2	
Brief Introduction to Sentiment Analysis and more advanced models for customer decision making. To understand digital analytics model, sentiment analysis, text analysis to understand consumers through conversations they engage in the digital world.	Reading Material to be circulated	Transformation of Marketing at the Ohio Art Company (B) #:UV6473-PDF-ENG (HBS)...	
Brief Introduction to Digital Analytics : Theory, Framework and Matrices		Transformation of Marketing at the Ohio Art Company (B) #:UV6473-PDF-ENG (HBS) - continued	
Project Presentation	Project Presentation	Project Presentation	Project Presentation

Text Book, Reference MOOC and Video Play-list:

1. Marketing Research, An Applied Orientation by Naresh K Malhotra and Satyabhusan Dash – 7th Edition Revised, Pearson India
2. [Business Analytics Using Data Mining \(BADM\)](#) Play-List (click the link given) – For the various topics there are relevant video content for the topic of learning in this play-list.
3. MOOC that can be used as learning and reference for relevant topics as in URL: <https://www.edx.org/course/marketing-analytics>

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The students are encouraged to utilize the MOOC resources for learning as auditing participants. Auditing option is available without any financial commitment as explained in the link to the MOOC

Other Reading Material:

1. Big Data: The Management Revolution by Andrew McAfee and Erik Brynjolfsson HBR, October 01, 2012
2. A Resource-Allocation Perspective for Marketing Analytics - by Paul W. Farris and Rajkumar Venkatesan (UV6783-PDF-ENG)

More Reading Material would be assigned during the course

Additional Resources:

Free Statistical Analysis Software PSPP needs to be downloaded and installed on to each of the student laptops and the url: <https://www.gnu.org/software/pspp/>

To build an immersive experience, it is encouraged that participants take up a Google Analytics Certification as in Google Analytics for Beginners. Students who exercise the same (as an additional exercise without any marks or weightage in any component of assessment) need to declare their Google mail IDs and screen shots of Google assessment test screen shots as a proof of attainment.

Participants require to have taken the course Marketing Research and they require to understand appreciate and apply Statistical concepts and data types.

Evaluation Scheme:

Component	Weightage
Project (Project Presentation)	10
Class Participation	15
Quiz	15
Mid Term	25
End Term (Final Exam)	35

JK Lakshmipat University

Course Title: Quality & Operations Excellence

Course Code: OP2213

Credits: 3

Course Instructors: Dr. Sameer Mittal

Course Description:

Operations comprise of the value adding activities in an organization. Thus, operations help organizations by providing them with a competitive edge. With the advent of Industry 4.0 technologies we are moving towards the era of mass personalization, and thus the way operations are managed now has transformed. Therefore, the need of the hour is to understand how operations were managed earlier in the era of mass production and how they are (will be managed) in the era of mass personalization. The course on Advanced Operations Management achieves that by discussing the management of vital operational activities like quality control, capacity planning, process and layout strategies, and aggregate planning.

Course Objectives:

The course has following objectives:

1. To aware students regarding various Industry 4.0 technologies.
2. To facilitate students in understanding the fundamentals of various operations management practices with the help of cases and activities.
3. To develop an aptitude towards becoming a successful operations manager

Course Learning Outcomes:

On successful completion of this course, the students should be able to learn:

1. Various quantitative and qualitative tools deployed during operations management.
2. The operations management vocabulary used in industry and academics.
3. To make operations related decisions under various situations and circumstances.

Topics to be Covered:

- Industry 4.0 Technologies
- Statistical Quality Control
- Six Sigma Methodology
- Process Strategy
- Capacity and Constraint Management
- Layout Strategies
- Aggregate Planning

Reference Books:

- Operations Management: Sustainability and Supply Chain Management by Jay Heizer, Barry Render, Chuck Munson and Amit Sachan.
- Production and Operations Management: Manufacturing and Services by Richard B. Chase.
- Operations Management: Concepts in Manufacturing and Services by Robert E. Markland.
- Management Decisions for Production Operations by Robert Goodell Brown.

Evaluation Scheme:

Component	Weightage (100)
Mid-Term	15
Presentation	30
Assignment	15
Report Evaluation	15
End Term (Final Exam)	25

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Note:

- Class notes in the form of slides, pdf and the spreadsheets for the class demonstration will be shared.
- All topics will be supported by cases or activities. Cases may be given as an assignment or students may be given some time in the class (break-out sessions) and then discuss them.
- Extra reading material will be shared and will be included in the quiz/exams.
- Quiz will be objective and open book and open notes in nature.
- Students are expected to bring their calculators in each lecture.
- Students who miss an exam/ quiz shall directly talk to the instructor. The make-up exam will depend on the instructor's discretion.
- Cases and activities may be performed in groups or individually.
- The students should preferably contact instructor via email. Emails should be sent to the instructor in the format TermNo_Surname_Name_Reason. For example:-TermV_Mittal_Sameer_Appointment.

JK Lakshmipat University

Course Title: Acquiring Human Capital

Course Code: BS2105

Credits: 3

Course Instructors: Dr. Richa Mishra

Course Description

One of organization's most critical functions is to find and recruit the right people. It lays the framework for the existence and growth of organisations. The goal of this course is to provide a conceptual and operational understanding of all key aspects of the acquisition of human capital. The course focuses on the various methods for talent acquisition and on-boarding.

Course Learning Outcomes

Upon completion of this course, students will possess the following competencies:

1. Describe the role and activities of human resources management in facilitating the steps required for recruitment and selection of human resources in organizations.
2. Identify the factors that affect organization's talent planning recruitment and selection.
3. Explain and apply the concept of job design, job analysis, and job descriptions in hiring process.
4. Contribute to the recruitment and selection process.

Topics to be Covered

1. Overview to recruitment and selection
2. Aligning Recruitment and Selection with Company Strategy: A Systems View of Recruitment and Selection. Impact of Internal and External Environment. Concept of Job Analysis, Job description and Job Design.
3. Recruitment: Factors Influencing Recruitment Decisions. Sources, Process and Methods of Recruitment.
4. Selection: Selection Overview Process. Legal Consideration for Selection. Basic Assessment Methods and Tests. Types of interviews, Structured and Unstructured interviews. Cognitive ability test, Integrity tests, Personality Tests, Situational Tests.
5. Onboarding: Meaning and tools of onboarding.

Readings

- Video: Become a LinkedIn Search Ninja: Advanced Boolean Search Techniques
- How Does General Mills Use Social Media in Recruitment?
- Recruitment Laws of India. <http://www.lawsindia.com/Industrial%20Law/Recruitment/main.htm>
- Selection Tests, <https://www.economicdiscussion.net/human-resource-management/selection-tests/selection-tests/32362>
- New Age Employee onboarding, <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>

Reference Online Courses

1. <https://www.coursera.org/learn/recruiting-hiring-onboarding-employees> (University of Minnesota | 20 hours)
2. <https://www.udemy.com/course/introduction-to-hiring-and-recruiting-strategy/>
3. Pulakos, E. D. (2005). Selection assessment methods. Alexandria, VA: SHRM Foundation.
4. Breaugh, J. A. (2009). Recruiting and attracting talent: A guide to understanding and managing the recruitment process. *SHRM Foundation's Effective Practice Guidelines Series*, 1-33

Evaluation Scheme:

Component	Weightage (100)
Presentations	20
Continuous Evaluation	10
Assignments	15
Project	35
End Term Examination/Quiz	20

Trimester-VI

JK Lakshmipat University

Course Title: Strategy Formulation and Implementation

Course Code: ST2203

Credits: 3

Trimester: VI

Course Instructors: Prof. Umamahesvaram Mandi

Course Description

The course is designed specifically not only to introduce the participants with key strategic-concepts and aims to help students to integrate and apply their prior learning to various business situations.

The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organisations. The Strategic Management course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

The Total Course Intends

The course shall emphasize on the value and process of strategic management. In addition to familiarizing students with a structured perspective, students are expected to integrate and apply their prior learning to strategic decision making in organisations.

Hence for the participants the course shall intend to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and development of effective strategic leadership.

The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations.

The participant would develop an appreciation for

1. Strategic Analysis;
2. Nature of Competitive advantages and Strategic formulations, and
3. Strategy Implementation:
Strategic leadership and examples of creating a learning organisation. Strategic control and corporate governance. Creating effective organisational designs. Managing innovation and fostering corporate entrepreneurship

Course Learning Outcomes

This course aims at the following outcomes for the participants

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze, and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.
5. Conduct and present a credible business analysis in a team setting.

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Tentative Session Plan

Sl. No	Themes Covered	Case Material	Reading – Chapter From Text Book and Other Reading Material
1	Course Introduction – What is Strategic Management? To discuss the concept of strategy, its purpose, identification, evaluation, and value		1. Bartlett, C. A. and Ghoshal, S. 1994. Changing the role of top management: Beyond strategy to purpose. Harvard Business Review. November-December: 70-88.
2	Analyzing the External Environment of the Firm	Ben & Jerry's Handmade Ice Cream, Inc.: A Period of Transition by David J. Collis and Melinda B. Conrad HBR Case: 796109-PDF-ENG	1. Porter, M. E. 1996. What is strategy? Harvard Business Review 74 (6):61-78. 2. Video – Michael Porter's Five Forces Model 3. Porter, M. E. 1987. From competitive advantage to corporate strategy. Harvard Business Review, 65(3): 43.
3	Analyzing the Internal Environment of the Firm:	Kirin Brewery Co., Ltd.: The Dry Beer War by Dominique Turpin, Christopher H. Lovelock, Joyce Miller HBR Case: Product #: IMD061-PDF-ENG	Stabell, C. B., & Fjeldstad, O. D. 1998. Configuring value for competitive advantage: On chains, shops, and networks. Strategic Management Journal, 19:413-437. And Chapter-3 of the Text Book
4	Recognizing a Firm's Intellectual Assets: Group Project: Preparation and Guidance	THE REVIEW OF ALIBABA'S ONLINE BUSINESS MARKETING STRATEGIES WHICH NAVIGATE THEM TO PRESENT SUCCESS - Journal of Business-to-Business Marketing - November 2014	Chapter-4
5	Business Level- Strategy	Managing Electronic Manufacturing Service (EMS) – Terry Gou and the Making of Foxconn - Kindai Management Review Vol. 4, 2016 (ISSN: 2186-6961)	Chapter-5
6	Corporate Level - Strategy	Corporate Strategy of Samsung Electronics: From a 'National Champion' to a 'Global Leader' - Sang-Chul Park, Claes G. Alvstam, Harald Dolles, Patrik Ström – Euro Asia Management Studies Association, University of Gothenburg, School of Business, Economics and Law, 28th annual EAMSA conference, 23-26 November, 2011 School of Business, Economics and Law, Gothenburg, Sweden	Chapter-6
7	International Strategy -How to take advantage of international trends	INTERNATIONALISATION OF THE SPANISH FASHION BRAND ZARA - Carmen Lopez Ying Fan Brunel Business School Journal of Fashion Marketing and Management (2009), 13:2, 279-296	Chapter-7
8	Strategic Control and Corporate Governance	Reading material to be circulated.	Chapter-9
9	Innovation strategy and Managing Innovation - What hard evidence is there that indicates that a company's strategy is working fairly well (or not)? strategic changes (if any) that should have been made in the beginning, or later when the organization's growth slowed?		Chapter-12; Chapter-5
10	CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY Doing the right thing – Cite at least three convincing reasons why shareholders should be pleased with a company's social responsibility strategy and the amount of resources devoted to this cause. Is it "unethical" or at least socially irresponsible for a company to conduct its business in an environmentally unsustainable manner? What should be a company's "social strategy" for being a good corporate citizen?	Reading material to be circulated.	Reference Material to be circulated.
	Project Presentations		

Text Book:

Strategic Management (Text and Cases) 8th Edition, Gregory Dess, Gerry McNamara, Alan B. Eisner – McGraw Hill Education

Additional Reading Material:

- Bartlett, C. A. and Ghoshal, S. 1994. Changing the role of top management: Beyond strategy to purpose. Harvard Business Review. November-December: 70-88.
- Porter, M. E. 1996. What is strategy? Harvard Business Review 74 (6):61-78.
- Stabell, C. B., & Fjeldstad, O. D. 1998. Configuring value for competitive advantage: On chains, shops, and networks. Strategic Management Journal, 19:413-437
- Christensen, Wang, & Van Bever, "Consulting on the Cusp of Disruption," Harvard Business Review (Oct 2013): 106-114
- Chouinard, Ellison, & Ridgeway, "The Sustainable Economy," Harvard Business Review (Oct 2011): 56-62
- Rangan, K., Chase, L., & Karim, S. 2015. The truth about CSR. Harvard Business Review, 93(1/2): 41-49.
- Hoang, H. & Rothaermel, F. 2016. How to manage alliances strategically. Sloan Management Review, 76 (Fall): 69-73.
- Porter, M. E. 1987. From competitive advantage to corporate strategy. Harvard Business Review, 65(3): 43.

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MOOC Material:

1. <https://www.edx.org/course/strategic-management> (free audit available)
2. <https://www.coursera.org/learn/strategic-management?action=enroll> (ONLY 7 day free-trial option available)

Evaluation Scheme

Component	Weightage (100)
Mid - Term Exam	20 Marks
End – Term Exam	30 Marks
Presentation (Group Case Presentation)	30 Marks
Class Participation	20 Marks

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Course Title: Advance Topics in Digital Marketing

Course Code: MA2203

Credits: 2

Trimester: VI

Course Instructors: Prof. Rajesh Mandyam

Course Description:

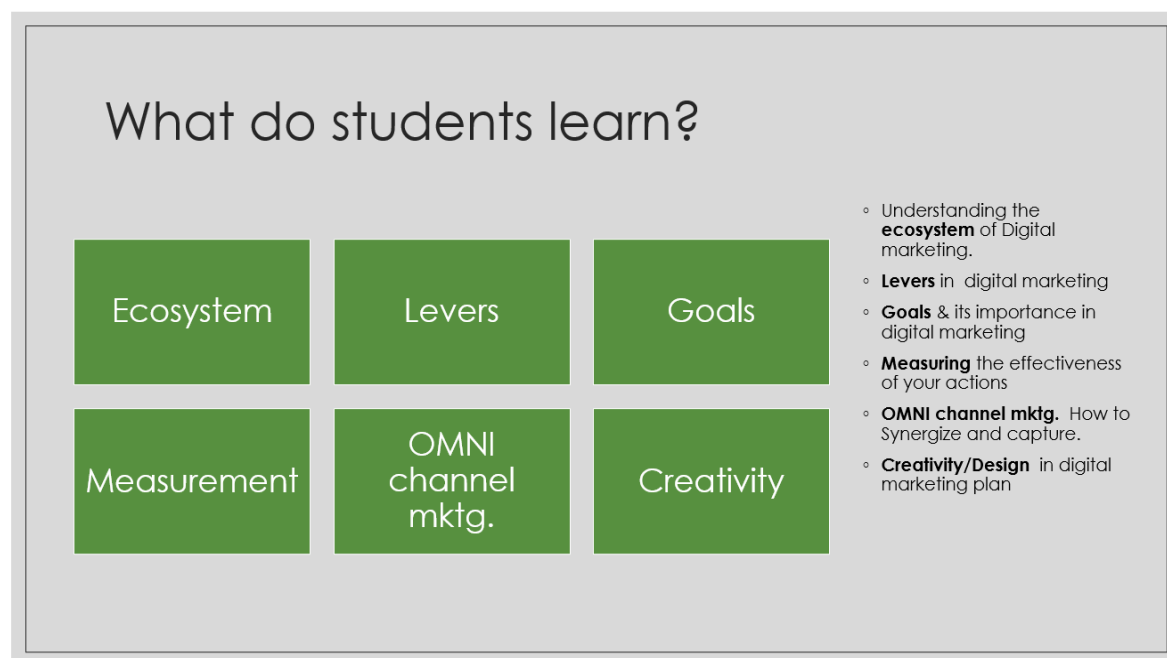
This course is designed for getting to understand Digital Marketing in depth & also experience how to maneuver through the various aspects of Digital Marketing with emphasis on experiential learning.

How did the student learn in this course?

- Experiential learning was be the bulk with 40:60.
- Students heard from experts including ONE guest lecture.
- Students saw a lot of videos.
- Students learnt to work with class mates in groups. Every week they had to present a group activity with the topic of that week presented back. Other students were encouraged to question the presentations.
- Students submitted assignments in a google classroom once per week.
- Students were judged in each class for your understanding & through assignments and group activity NOT once at the end.
- Students were expected to enrich their brains and the quantum of residual knowledge was always assessed.

Course Learning Outcomes:

Topic	Outcomes were translated into 'Can do's' for each sub module by way of experiential activities.
Ecosystem	Create a mind map of ecosystem, map roles & responsibilities, identify the right player to solve a problem, assess impact of more or less.
Levers	Take notice of levers and their importance, gain first-hand knowledge of impact from differentiated uses. Draw conversion paths. Map levers to ecosystem players. Experience using levers in mock situations.
Goals	Translate business goals to Digital Marketing (DM) goals, Use SMART technique to set goals. Understand what are briefs & their value, make creative & media brief. Use RACE method to set KPIs
Measurement	Identify the types of measurement parameters in DM, match measurement techniques to conversion paths. Interpret measurement ratios against goals. Compare of impact of speed on measurement.
Creativity	Create campaign themes, do sample linkages between theme – visual – narrative. Apply copy(copy) to activate MTM, know what adaptations are possible
OMNI channel mktg.	Differentiate between, single, multi & Omni. Understand characteristics of this approach. Relate to components. Design sample omni channel mktg experiences for various categories.



Given below are topics taught in each submodule:

Sub Module	Topics Covered	Description in more detail
Ecosystem	Basics	Why does this eco system exist? Classifications of people who ultimately want to connect namely consumer & seller.
	Consumer side players	The role & importance of content providers in providing access to consumers. The various types of content providers. What determines costs of content providers? Supply Side Platforms
	Advertiser side players	Who are they? What is the differentiation? Insight into Demand Side Platforms. Role of Analytics for an online advertiser.
	Wholistic view	How can eco system be represented digitally (two options)? Who are the major players in each category? Factors that determine the number of players in one campaign.
Levers	What & why of Levers	What are the levers in digital marketing? Why is it critical to understand them? Target Audience & Persona What types Segmentation is possible?
	Online Behaviors	What is the significance of this lever? What is KMI? What are Moments that matter (MTM)? Attribution model & its importance Conversion Paths – what are they? How do they get made?
	Content	The importance of content with many examples. What are the various classifications & their impact on digital marketing?
	Best Moves	What to do in Digital Marketing? When to do it? & finally, how to do it?
	Channel	How to use them? What is a Channel Mix? Creative adaptations

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		why are they important?
Goals	Business to DM goals	What is the differentiation? Who makes which goals? Hierarchy of DM Goals
	Goals to KPIs	SMART method of goal setting How to get DM goals translated into KPIs? What is RACE method of doing KPIS
	Briefs	What are briefs? Why do we need them? Types of briefs. Components of each of them.
Creativity	Role of creativity	Where does creative strategy begin & end? Implication of creativity with case studies
	Components of creative strategy	Visual – Copy – Narrative (theme) - Product / Service & Target
	How to make creative strategy	Understand the steps, what could go wrong?
Measurement	Business measurement & RACE method	Linkage between the metrics. What is RACE method? RACE & conversion path connection & similarity.
	KPIs in Digital Marketing	Various metrics segregated into groups, what they mean, how are they calculated. Measurement stages. Single source &wholistic measurement
	Google Analytics	How to use? Why to us it? & finally, characteristics of good measurement. Attribution models in detail.
OMNI Channel marketing	OMNI Channel Basics	Traditional channels characteristics, Multichannel Vs OMNI channel what are advantages of OMNI Channels. Triggers for such strategies.
	Drafting OMNI strategies	Steps of drafting, caution areas. Difference in measurement.
	OMNI Channel & retail commerce	Scenarios where it is used. Case studies

References (Textbooks/case studies/articles):

- Digital Learning Institute Material
- Harvard Business review.
- Accenture framework on KMI.
- SMART framework for goal setting.
- Digital Agency Network materials.

Evaluation Scheme

Component	Weightage (100)
Quiz	17
Assignment	38
Class Participation	15
Project/Presentation	30

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Course Title: Special Topics in Management

Course Code: ST2202

Credits: 3

Trimester: VI

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

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. SheetalMundra)

- Review of key Terminology of Micro and Macro Economics (50 terms to know well)
- Indian Economy at a Glance – will be good to make students understand trends – how has GDP, GNP, IIP, purchasing power parity and key economic variables have grown since independence, and what major events led to this.
- Case Studies on India's Demonetization: A Short-Term Loss or Long -Term Gain

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.

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

- 8 hours Review of key Terminology (50 terms to know well)
- Play the Beer game and bring out how Operations, sales and production need to be integrated
- Case study in Inventory and Supply Chain Management

Evaluation Scheme:

Components	Weightage
Project	20
Class Participation	15
Quiz	30
Presentation	25
Viva	10

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Course Title: Critical Thinking for Decisions at Workplace

Course Code: CC2114

Credits: 2

Trimester: VI

Course Instructors: Dr. Vijaylakshmi

Course Objective:

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.

Learning Outcomes:

The students will be able to:

- Apply techniques of Critical Thinking to analyse organisational problems through positive inquiry
- Describe and analyse 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

Tentative Session Plan:

	Topic	Sub-topics
1	Decision Making: Definition and Type	<ul style="list-style-type: none"> • Organisational decision-making • Concept of thinking triangle • Importance of decision-making at work place
2	Barriers to Sound Reasoning	<ul style="list-style-type: none"> • Identifying barriers to Critical Thinking • Biases, prejudices, facts, opinions, assumptions. • Overcoming the obstacles
3	Steps of Decision Making	<ul style="list-style-type: none"> • Factors impacting decision-making • Concept of enquiry circle • Understanding arguments in business parlance
4	Ethics and Decisions	<ul style="list-style-type: none"> • Theories of ethics (Teleological, Deontological, Virtue Ethics, Conduct Ethics, Rights based, Utilitarianism, Hedonism, Egoism) • Concept of Moral reasoning • Role of ethics and values in Decision Making
5	Importance of purpose and context	<ul style="list-style-type: none"> • Role of Stakeholders in decision making.
6	Problem analysis best practices	<ul style="list-style-type: none"> • Root cause analysis • Identifying questions at the heart of a problem • Thinking checklist
7	Decision Implementation Techniques	<ul style="list-style-type: none"> • Developing intellectual virtues • Paul Elder's model (Intellectual humility, courage, empathy, integrity and confidence.
8	Comparing alternative solutions	<ul style="list-style-type: none"> • Ladder of Inference • Meta-thinking • Perspectives

Suggested Readings:

1. Jonah Lehrer, 2009: **How we Decide**. Houghton Mifflin Harcourt, Boston, New York
2. Chip Heath and Dan Heath, 2013. **Decisive: How to Make Better Choices in Life and Work**. Crown Business, ISBN 0307956393

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3. John S. Hammond, Howard Raiffa, Ralph L. Keeney, 2002. **Smart Choices: A Practical Guide to Making Better Decisions.** Crown Business, ISBN 0767908864
4. Ramesh K. Arora, **Ethics, Integrity and Values in Public Service.** New Age International Publishers, New Delhi.
5. Bradley H. Dowden, 1993. **Logical Reasoning.** Wadsworth Publishing Company, Belmont, California, ISBN 0534176887

Evaluation Scheme

Component	Weightage (100)
Assignment	20
Class Participation	20
End Term (Viva)	30
Presentation	30

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Course Title: Security Analysis and Portfolio Management

Course Code: FA2204

Credits: 3

Trimester: VI

Course Instructors: Prof. Praveen Arora

Course Description:

The security markets globally have been becoming larger and larger part of interest to retail investors. The markets have also seen 3 cycles in the last 21 years.

The course attempts to provide a broad overview of the security markets in India and a framework for value investing, portfolio diversification models and technical investing.

Learning Outcomes:

After completion of the course, the student will be able to understand

- Various investment options
- Various terms used in investments and security analysis and portfolio management
- Basics of fundamental analysis
- Basics of portfolio management techniques
- Basics of technical analysis

Topics to be Covered:

- Investment setting
- Financial and economic meaning of investment
- Characteristics and objectives of investment
- Types of investment
- Alternatives choice and evaluation of risk and return concepts
- Time series analysis
- Basic math around time value of money, annuity, perpetuity
- Fundamental analysis
- Economic analysis
- Industry analysis:
- Company Analysis
- Applied Valuation Techniques
- Graham and Dodd's investor ratios
- Concept of portfolio management, Portfolio diversification, Markowitz theory/ model, Efficient frontier,
- Portfolio analysis
- Portfolio selection
- Capital Asset Pricing Model
- Construction of a portfolio,
- Portfolio evaluation of mutual funds
- Technical analysis
- Robo advisory and Wealthtech
- Algorithm trading
- Black Swan events like global financial crisis and Covid 19 crash

Reference Books:

- Chandra, Prasanna. Investment Analysis and Portfolio Mgmt (p. 1.4). Mc Graw Hill India. Kindle Edition.
- Wisdomjobs.com notes
- Zerodha tutorials on technical analysis

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Evaluation Scheme:

Assessment Criteria	Percentage
Continuous Evaluation (Assignments, Projects, Report Presentation, Quizzes)	40%
Class Participation	20%
End-term Examination	40%

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Course Title: Cases in Sales & Marketing

Course Code: MA2202

Credits: 2

Trimester: VI

Course Instructors: Prof. Jishnu Changkakoti

Course Description:

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.

Course Learning Outcomes:

- Familiarize students with real-life examples of sales and marketing situations in the Indian context.
- Understand the distribution structure of typical B2C industries in India.
- Understand the people dynamics of managing a sales team.
- Revise and re-learn common terminology used in the industry in the areas of sales, marketing, and digital marketing.

Case Studies to be used in the course:

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

Class Schedule:

Hours	Topic	Reading Material	Case Study	Daily assignment for students
0-2	How to analyse 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: Dr- ishti 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			
9-10.15	Case study discussions		Case study 3: Castrol	

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10.15-11	Quiz 2 on marketing & 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			

Evaluation Scheme

Assessment Criteria	Percentage
Assignments	30
Quizzes	45
End-Term Examination (case study analysis)	25

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Course Title: Measurement and Management of Performance

Course Code: BS2106

Credits: 2

Trimester: VI

Course Instructors: Prof. Vijay Deshpande

Course Description:

- Teaching with audio visual aids
- Team assignments
- Interaction amongst faculty, students
- Some “ do it yourself’ kind of home work

Course Learning Outcomes:

- Students to clearly understand concepts, theories and practice in industry
- Students are enabled to build a sound Performance Measurement and Management system in organizations as they enter working career

Course Content/Topics e covered:

Performance – Measurement, Management and Improvement – PMS
Definition & Concepts of performance management

- Performance management as a management tool
- Performance objectives & standards
- Objectives, process, types of PMS
- Components of performance management system: Goal Setting, planning, communication & collaboration, performance evaluation and reviews, recognition, feedback and development
- The congruence of Individual performance and organization performance, Performance planning process and steps
- Process of developing employees performance plans, elements and standards of performance plan
- Transition from individual performance plan to group performance plan: Individual performance vis- a- vis team performance
- Performance plan and role clarity: JD Templet
- Creating strategic business plan and their alignment with individual performance plan
- Competency based PMS
- What is Knowledge, Competency and skill?
- Managerial skills and competencies
- Skill matrix/ inventories, multi-skilling
- Types of competencies
- Competency identification and assessment process
- Developing competency framework
- Key Result Areas – KRAs and Competencies, skills needed
- PMS for operative employees – workmen? What will be KRAs and Skills needed
- PMS for managerial roles – different roles, different KRAs, different competencies skills needed
- What are newer skills on the horizon like AI, ML, Analytics etc. – Industry 4.0
- Performance based compensation, performance Incentives
- Balanced Scorecard as PMS tool
- Case Studies and team exercises

The above is a broad framework. It is not exhaustive.

References (Textbooks/case studies/articles):

1. Understanding Organizational Behavior – Uday Parikh

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2. Translating Strategy in to Action – Robert Koplan and David Norton
3. Investing in People – Wayne Casio and John B
4. Performance Management & Appraisal Systems – T V Rao
5. Pay for Performance – Renae F Broderic and others
6. Performance Management – HBR
7. Peak Performance – Aligning Minds & Hearts – Jon R Katzenbach
8. Performance Appraisal – Davinder Sharma
9. Copetencies Mapping - Seema Sanghai
10. Differentiated Workforce Management – W Betty & two others

Evaluation Scheme:

Component	Weightage (100)
Assignments (Work on assignments given)	25
Presentations	25
Continuous Evaluation (Attendance, Interaction in class, understanding of what is being taught)	30
Viva	20

