JK Lakshmipat University, Jaipur

Institute of Management

Pinnacle MBA (2020-22Batch)

Course Outlines **(Trimester I to VI)**

Proposed Curriculum for MBA Programme (2020-22 Batch) – Term I to VI

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27	CC2119	Identity & Personal Communication	2	54
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30	PW2102	Summer Internship Project	6	60
31	MA2215	Rural marketing and inclusion: Immersion workshop	1	61
Electives				
32	MA2211	Product & Brand Management	3	62
33	FA2203	Retail banking and operations	2	66
34	OP2211	Supply Chain Management	2	68
35	BS2104	Organization Culture & Change	3	70
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36	ST2102	Strategic Management	2	73
37	MA2212	B2B Marketing	2	75
38	MA2213	Sales & Marketing of Services	1	77
39	FA2103	Essentials of Taxation	1	78
40	CC2120	Interpersonal dynamics for conflict management	2	80
41	ED2202	Business Plan & Pitch	3	82
42	ID2180	Mathematical Thinking	2	83
Electives				
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45	MA2214	Marketing Analytics	3	91
46	OP2213	Quality & Operations Excellence	2	97
47	BS2105	Acquiring Human Capital	2	99
48	MA2216	Digital commerce	2	101
		Trimester VI		
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50	MA2203	Advance Topics in Digital Marketing	2	106
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Electives				
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54	MA2202	Cases in Sales & Marketing	2	116
55	BS2106	Measurement and Management of Performance	2	118

Term-I

Course Title: Introduction to Marketing
Course Code: MA2101
Term-I
Credit: 3
Course Instructors: Prof. JishnuChangkakoti

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Course Description and Objectives

Thiscourseintroducesstudentstobasicmarketingconceptsbucketedintofourmaintopics-branding,customer-centricity,go-to-marketstrategiesandeffectivebrandcommunications strategies. The course has twocomponents:

1. VideosintroducingthesubjectfromCourseraandTheWhartonSchool.Studentsdesiringto dosocanalsocompletealltheonlinecourserequirementslikequizzesetc.toobtaincertifica-tionfromWharton.Thisisthelinktotheonlinecourse- https://www.coursera.org/learn/whar- ton-marketing
2. Classroom lectures. These lectures will discuss and expand upon the material in the online videos, and support these with case studies, discussions and a project that will help students obtain a more in-depth understanding of thesubject.

Recommended Books
1. **Primary text book:** Marketing Management (Global Edition) - Philip Kotler, Kevin LaneKeller
2. **Recommended book for additional reading**: Positioning: The Battle For Your Mind - Al Ries, Jack Trout
3. **Optional:** The Discipline of Market Leaders - Treacy&Wiersema
4. FreedownloadsofthethreeWhartonprofessors'books.Optional-thecompletebooks

Session Plan
NB: _Students are expected to have watched the relevant Wharton videos in advance of each class. Questions will be asked regarding these videos during each class._

Session No.	Topic	Reading Material	Case Study
1 & 2	Building Strong Brands Part I	Videos: Marketing 101: Building Strong Brands I & II. Kotler: Chapter 1	
3 & 4	Building Strong Brands Part II + Strategic Marketing	Video: Strategic Marketing. Book: The Discipline of Market Leaders - Treacy&Wiersema	
5 & 6	Segmentation, Targeting, Positioning & Brand Mantra - Part I	Videos: Segmenting and Targeting, Positioning, Brand Mantra Kotler: Chapters 9-12	

7 & 8	Segmentation, Targeting, Positioning & Brand Mantra - Part II		Clean Edge Razor
9 & 10	Brand Elements &Experiential Branding - add video example	Video: Experiential Branding	Apple Stores
11	Customer Centricity	Week 2 videos. Article: Customer-Centered BrandManagement - Roland Trust, Zei-thaml, Lemon	EMC2: Delivering Cus- tomer Centricity
12	Go To Market Strategies	Videos 1-3, Week 3. Article: The Go-To-Market Approach Startups Need to Adopt;The Customer Has Escaped	
13	Customers and Digital Marketing, Influence and How Information Spreads	Videos 8-9.	Managing Online Reviews on Tripadvisor
14	The Long Tail, Preference Isolation, How Internet Retailing Startups Grow	Videos 4-7, Week 3 OriginalarticlebyChrisAnderson-The Long Tail - https://www.wired.com/2004/10/tail/	
15	Pricing Strategies - Part I	Videos 10-11	
16	Pricing Strategies - Part II		Virgin Mobile: Pricing For The Very First Time
17	Brand Messaging and Marketing Communication	Videos: The 7 Ms of Marketing Communication; Brand Messaging and Communication Kotler: Chapter 19	
18	Brand Elements: Persuasion	Video: Week 4 Video 5 Article: How Advertising Works - Peter Voyer.	
19	Repositioning a Brand - Part I & II	Video: Week 4 Video 6	J.C. Penney's Fair and Square Strategy

20	Assignment 3 - Group Presentations		

Details of Case Studies
1. Clean Edge Razor: Splitting Hairs in Product Positioning. HBR Product #:4249-PDF-ENG
2. Apple Stores. HBR Product #: 502063-PDF-ENG
3. EMC2: Delivering Customer Centricity. HBR Product #:511124-PDF-ENG
4. Managing Online Reviews on Tripadvisor: HBR Product #:514071-PDF-ENG
5. Virgin Mobile: Pricing For TheVery First Time. HBR Product #:504028-PDF-ENG
6. J. C. Penney's " Fair and Square" Pricing strategy. HBR Product #:513036-PDF-ENG

Evaluation

There will be five components of the evaluation
1. **MOOCs Course Assessment (WhartonVideoAnalysisClassDiscussions):10marks**.TheWhartonvideoswillbediscussed during classes. The understanding of the students as demonstrated in these discussions will be used to assign marks for thiscomponent.
2. **Project (Group Project): 30 marks**. Students will work in groups of 2 to do this project, the details of which will be announced inclass.
3. **Assignments (Group Assignments) (2): 20marks**.
4. **End-Term Examination: 40marks**

Course Title: Financial Accounting
Course Code: FA2104
Credit: 2
Course Instructors: Prof. AnkurKulshrestha

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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. Basic Accounting Framework
2. Creating a journal entry as a manager
3. Income Statement
4. Balance Sheet
5. Cash Flow Statement
6. The tool of Financial Statement Analysis

References (Textbooks/case studies/articles):
- Financial Accounting – A managerial perspective (6th edition) by R. Narayanaswamy (2014) PHI Learning Private Limited.

Case Studies
- Baron Coburg
- Music Mart Inc.
- Anandam Manufacturing

Others Reference Material
- Annual Report (HUL, Maruti, JSW, Tata Motors)

Evaluation Scheme

Component	Weight (100)
End term (Project Submission and Individual VIVA)	30%
Continuous Assessment	40%
Class Assignments	20%
Class Participation	10%

Course Title: Economics for Business
Course Code: EP2102
Credit: 3
Course Instructors: Dr. SheetalMundra

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COURSE DESCRIPTION

This is a core course mandatory for all the management students. With increasing application of economic theories, concepts and tools of economic analysis in business decision-making, Economics for Business is a very relevant and useful course in the MBA curriculum. This course is broadly concerned with principles involved and problems encountered in making decisions in business and management. It provides the analytical framework and understanding of economic behaviour with a sharp, logical thinking and useful techniques for decision making from an economic viewpoint and to advance highlight the businessman's or manager's role in the decision process. A mastery over it, bestows a powerful tool for understanding and thinking over a remarkable range of business issues and phenomena of decision making.

COURSE OBJECTIVES

The main objective of the course is to prepare business students as architecture of business strategy rather than simply middle level managers. The other objectives are:

1. To familiarize the students with economics concepts, theories and their application in decision science, to find the optimal solution to management problems and the economic problems in their day to daylife.
2. To bridge the gap exists between theoretical knowledge and real business life experience in application, through the cases and quantitativetools.
3. To strengthen the analytical and critical thinking skills of business students and provide skills to predict the economic forces, shaping real world businessdecisions.

COURSE LEARNING OUTCOMES

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

1. Apply the fundamental economic concepts, theories of economic analysis in business world.
2. Understand how the international trade can benefit everyone in society through comparative advantage.
3. Recognize and interpret a Demand Curve and a Supply Curve for different products and services, and causes of shifting
4. Calculate elasticities and apply them in various decision making processes.
5. Develop understanding of economics of production and economic costs for decision making.
6. Formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures.

7. Develop basic model of game theory.
8. Understand market failures and the role of government in correcting market failures.

COURSE CONTENTS

1. Economics for business, fundamental concepts
2. Measurement techniques, optimum decision rules, economic models
3. Interdependence and the gains from trade
4. The market forces of demand and supply
5. Elasticities and its application
6. Supply, demand and government policies
7. Economics of production
8. Economic costs for decision-making
9. Different types of market structures (perfect competition, monopoly, monopolistic and oligopoly
10. Basic models of game theory
11. The economics of the public sector (externalities and public goods)

TEXT BOOK AND ADDITIONAL READING MATERIALS

Principles of Economics with Course Mate by N. Gregory Mankiw (Cengage)
A set of videos athttps://www.youtube.com/watch?v=g9uUIUqhrSQ&list=PL-uRhZ_p-BM4XnKSe3BJa23-XKJs_k4KY

Additional Reading Material

1. Salvatore, D., &Srivastava, R. (2015). Managerial economics. New Delhi: Oxford University Press.
2. Dwivedi, D.N. (2015). Managerial economics. New Delhi: Vikas Publishing House Pvt Ltd.

Note: Latest edition of the readings will be used.

TEACHING METHODOLOGY/PEDAGOGY
Lecture, Discussion, Assignments, Numerical, Case lets (Applied Problems), case study, Quiz

EVALUATION SCHEME

Component	Weightage (100)
Quiz	20%
Project/Assignment	20%
Midterm	20%
End term	40%

Course Title: Foundation of Data Analysis
Course Code: ID2111
Credit: 3
Course Instructors: Dr. Ashwini Sharma

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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.

Course Content/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

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.

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
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

Evaluation Scheme:

Component	Weightage (100)
Assignments	15
Quiz (Quiz/Exercises)	10
Class Participation	15
Mid Term Exam	20
End Term Exam	40

Course Title: Fundamentals of Communication
Course Code: CC2111
Credit: 2
Course Instructors: Dr. Vijaylakshmi

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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

Learning Outcomes
The students will be able to:
- Identify different cultural differences and their impact on communication.
- Compose grammatically correct sentences and paragraphs.
- Deliver effective oral presentations following appropriate kinesics and paralinguistic features.
- Identify impact of cultural differences on communication.
  Apply appropriate communication skills across settings, purposes, and audiences.

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

SUGGESTED READINGS:
1. Raman, Meenakshi and Sangeeta Sharma, 2011. Technical Communication: Principles and Practice. Second Edition. New Delhi: Oxford University Press.
2. Mohan, Krishna and Meenakshi Raman. 2010. Advanced Communicative English. New Delhi: Tata McGraw Hill.

Evaluation Scheme:

S.No.	Components	Weightage (in percentage)
1	Assignments	30
2	Class Participation	10
3	Quiz	20
4	Project	20
5	End Term Exam	20
	Total (100)	**100**

Course Title: Social, Emotional & Ethical Learning
Course Code: LD2111
Credit: 2
Course Instructors: Shraddha Bharatiya / Dr. R. L. Raina

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Description:

This course draws inputs from various fields and ideologies stressing the need of holistic approach to education that cultivates a value 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.

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.

Pedagogy:

It will involve a mix of lectures, discussions, field work, group assignments, role plays and reflective exercises.

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 experiences
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.

Content

Topics
Overview of the course: The course is about students learning how best to take care of themselves and each other, specifically with regard to what can be termed their emotional and social health.

Building Resilience: Building resilience is a process by which people utilize flexibility to reframe thought patterns and   learn to tap into a strengths-based approach to working through obstacles.
Compassion for oneself (self-compassion) and others: Helps students to explore self-compassion in the personal domain with regard to the body, the mind, and emotions**;** compassion for others and compassion in a systemic context.
Strengthening Attention and Self-Awareness: The session inputs enable the students to observe their minds and experiences carefully and with close attention. It also facilitates concentration, learning, and the retention of information. Students learned the methods by which they can train and cultivate stronger attention.
Navigating Emotions: Students develop fundamental literacy about emotions, such as being able to identify and name them, as well as their characteristics. Students will be able to cultivate practices of emotional discernment and emotion regulation for the benefit of both oneself andothers.
Mindfulness Mindfulness education is exactly what it sounds like: the purposeful inclusion of mindfulness and mindful meditation principles, theories, and practices into education
System Thinking and Ethical Engagement: System thinking is critical to ethical and responsible decision making. Students are induced to think that if decisions are repeatedly made without thinking about long term consequences for self and others, they will less likely be responsible and beneficial

Reading/Reference Materials:

1. Frankl, V. E. (2006). Man's Search for Meaning. United Kingdom: Beacon Press.
2. Tenzin Gystso, the XIV Dalai Lama (2011). Beyond Religion for a Whole World,Houghton Mifflin Harcourt. ISBN-13:978-0547636351.
3. D. Goleman and P. Senge (2014). The Triple Focus. More than Sound, LLC Florence,MA. ISBN978-1-934441-78-7.
4. SEE Learning**:** A Framework for Implementation. Center for Contemplative Scienceand Compassion Based Ethics. Emory University,USA.
5. https://theethicsguy.com/wp-content/uploads/2011/11/Chapter-1-Ethical-Intelligence-All-Rights-Reserved.pdf
6. https://www.forbes.com/sites/sesilpir/2019/06/10/open-heart-surgery-for-fairness-why-we-need-compassion-in-the-future-of-work/#2c5a63b1152e
7. https://hbr.org/2018/10/working-with-people-who-arent-self-aware
8. https://positivepsychology.com/self-compassion-exercises-worksheets/
9. https://deloitte.wsj.com/cmo/2018/08/02/7-lessons-for-resilient-leaders/
10. https://www.youtube.com/watch?v=t9tATBD1oxs
11. https://www.medice.ch/indikationen-1/adhs/patienteninformationen/weiteres-adhs-infomaterial/konzentrationsubungen.pdf(Matching activity on pg.5)

12. https://www.youtube.com/watch?v=qYU4OgMDSjM
13. https://positivepsychology.com/emotion-wheel/
14. https://positivepsychology.com/emotion-wheel/#worksheets-wheel-of-emotions

Handouts and other materials will be shared in the classes

Evaluation Scheme:

Component	Weightage (100)
Continuous evaluation (Class Participation, Exercises, Games, Quiz and Role Plays)	40%
Presentation (Field Trip Report & Presentation)	25%
Project (Project Presentation)	15%
End term	20%

Course Title: Product Launch
Course Code: ED2111
Credit: 2
Course Instructors: Dr. UmamahesvaramMandi

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THE TOTAL COURSE INTENDS (i.e., CLGs)

Students of Business Management are required to work on
1. Interdisciplinary teams to develop products and solutions
2. To undertake work to fulfil development of products and services as per Customer's unmet demands or un-fulfilled desires that exists in various phases their lives. This would help the students in their corporate-intrapreneurial and/or entrepreneurial journey,
3. Understand Customers, Competitors and market options available (along with a level of end-to-end product-market economics), and
4. **Define, Research, Ideate and Develop product or Services or Solutions** as initial sacrosanct steps to work on solutions to marketing, entrepreneurial situations in their work-life journey

To reiterate, this course intends to equip them to excel in such endeavours of such activities in their corporate life or Entrepreneurial life with a brief introduction and serve as a guiding light to their learning and relating to the concepts and case-situations of Marketing or innovation or further entrepreneurship courses in their curriculum. The intent is to equip the participant to learn by doing and build capabilities and capacities associated with the process as listed above.

COURSE LEARNING OUTCOMES (i.e.,CILOs)
The design of the course intends that at end of the course the student should be able to:
1. Awareness of the role of multiple functions in creating a business of a Service or a product (e.g. marketing, finance, design, photography, engineering, production, retail….).
    a. Awareness of the role of multiple functions in creating a new product
2. Ability to coordinate multiple, interdisciplinary tasks in order to achieve a common objective
3. To assimilate how Product, Proposition and Values are integral in the process of business and specifically product and solutions development. So a solution through a product could be incremental or evolutionary. And,
4. Service businesses, Products and Solutions allied communication need to be culturally and contextually, relevant (e.g., Cannot attempt to market meat-products to vegetarian and vegan customers)

OTHER DESIGN OUTCOMES:
- Confidence in your own abilities to create a new product.
- Reinforcement of specific knowledge from other courses through practice and reflection in an action-oriented setting.
- Enhanced team working skills.

Due to Pandemic season, the participants would be encouraged to work on services, products, solutions and businesses that are of Work-From-Home only (e.g.,) Home baked products and delivery; House-hold or Office product re-design or new-product development as Automatic-water Faucet or Intelligent home dispenser for sanitizer or Intelligent Vegetable Sanitizer etc.

ASSESSMENT:

ACTIVITIES	PERCENTAGE WEIGHTAGE IN THE TOTAL OF 100 MARKS
Class Participation	20%
Continuous Evaluation(based on assigned team tasks)	15%
Mid Term - Presentation	30%
End Term (Presentation)	35%

The Course will happen with interaction duration of 20 Hours, over online. Some-times classes and rest of the times it would be offered as weekend workshop Formats of 2.5 to 4 hours as per detailed session plan with Reviews. Team Members to provide feedback on the contribution of individuals who constitute a team. Marking assignment through continuous feedback and in Team Project Execution – milestone review for each of the members would be assigned (all the team members may not receive the same marks in the Team execution and Formation components based on team member review and individual questioning).

The Final Presentations are intended around 2nd weekend of November, 2020 (preDeepavali).

Internal Faculty of JKLU, other eminent institutions and Industry professionals (who are willing to participate) would be invited to be jury members. And Project guidance during sessions would be provided by the Course-Instructor and also peer-review would be encouraged.

Course Session duration hours:	24 Hrs
Milestones:	3-4 Milestones to be defined at the proposal stage to evaluate and mutually agreed between the individual team and the instructor
Total Teams:	The participating class to be divided into 4 teams at max.
Instructor:	UmamahesvaramMandi

Term-II

Course Title: Digital Marketing and Communication
Course Code: MA2105
Term-II
Credit: 2
Course Instructors: Prof. DebrajTripathy

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Course Description:
600 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).

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

Course Content/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

2 Google Certifications Mandatory
Fundamentals of digital advertising (Google)
https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing
Google Ads Search
https://skillshop.exceedlms.com/student/path/18128-google-ads-search-certification

Evaluation Scheme

Component	Weightage (100)
Class Participation	20
Assignments	25
Quiz	25
End Term Exam	30

Course Title: Management Accounting
Course Code: FA2105
Term-II
Credit: 2
Course Instructors: Dr. AnkurKulshrestha

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Course Description
The course is about the business information that is internal to any business firm. This course will provide the learners with insights and experience of handling the internal reporting and decision-related information requirements. Students will be able to appreciate the difference between the reporting of business information for external stakeholders vis-à-vis internal stakeholders (the management). The students will be taken through a series of business situations that would demand customized and relevant information for efficient decision making.

Course Learning Outcomes
Upon completion of the course student will be able to assess the information needed to effectively plan and control company operations and make good business decisions considering cost and benefit implications.

Key Learning Outcomes
1. Understand about basic cost terminology and how it can be used
2. Understand the basic characteristics of various costing systems, namely traditional, activity base and marginal, and understand how they are used.
3. Learn how to construct a simple master budget.
4. Apply and calculate variances of elements of cost
5. Critically evaluate alternative management accounting tools and techniques in different organizational settings.
6. Propose possible solutions to the problem

Course Content/Topics to be covered
7. Basic Framework for Internal Reporting
8. Unit Costing
9. Marginal Costing for Decision Making
10. Breakeven Analysis

References (Textbooks/case studies/articles):
Khan, M Y & Jain, P K: "Management Accounting", Tata McGraw Hill Publishing Company, New Delhi.

Evaluation Scheme

Component	Weight (100)
End Term (Project Submission and Individual VIVA)	20%
Continuous Assessment	40%
Class Assignments	30%
Class Participation	10%

Course Title: Macro Economics
Course Code: EP2103
Term-II
Credit: 3
Course Instructors: Dr. Santosh Kumar Sahu

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Course Description:
This course will engage students in learning the major principles of macroeconomics including the microeconomics foundation of macroeconomics. This course will enable students in understanding the recent developments in macroeconomic issues and concepts.

Course Learning Outcomes:
Students will be able to learn the concepts of macroeconomics at the end of the course. This course is designed for the MBA student to suit the recent trends in understanding issues of macroeconomics in practice. More importantly this course will enable students in understanding empirical macroeconomics with use of macroeconomic data and analysis.

Course Content/Topics to be covered:
The following topics will be covered.
1. Introduction to the Class
2. The Nature of Economics
3. Scarcity and the World of Trade-Offs
4. Demand and Supply
5. Extensions of Demand and Supply Analysis
6. Funding the Public Sector
7. Measuring the Economy's Performance
8. Global Economic Growth and Development
9. Fiscal Policy
10. Deficit Spending and the Public Debt
11. Money, Banking and Central Banking
12. Money Creation and Deposit Insurance
13. Comparative Advantage and the Open Economy
14. Exchange Rates and the Balance of Payments
15. U.S. Economy Presentation
16. U.S. Economy and the Indian Economy Data

References (Textbooks/case studies/articles):
- Miller, Roger LeRoy. _Economics today, the macro view_. Pearson Education, 2008.
- Mankiw, N. Gregory. "Macroeconomics." 2003.
- Dornbusch, Rudiger, Stanley Fischer, and Richard Startz. "Macroeconomics." 2011.

Evaluation Scheme:

Component	Weightage (100)
Quiz-1	20
Assignment Due	40
End Semester Examination	40

Course Title: Data Analysis for Decisions
Course Code: ID2112
Term-II
Credit: 2
Course Instructors: Dr. Ashwini Sharma

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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	5 Hours

	Output)	
Week 7-8 (19-24)	Multiple Regression, Non-Linear Regression	6 Hours
Week 9-10 (25-30)	Non-Parametric Tests	6 Hours

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)
Quiz	30
Assignments	30
Attendance and Class Participation	20
Data Analysis	20
Total	100

Course Title: Introduction to Production and Operation Management
Course Code: OP2102
Term-II
Credit: 3
Course Instructors: Dr. Sameer Mittal

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Course Description:
Operations comprise of the value adding activities in an organization. Thus, operations help organizations by providing them with a competitive edge. The course on Introduction to Production and Operations Management introduces to operations management and discusses vital operational activities like productivity, operations strategy, lean operations, forecasting, inventory management and short-term scheduling.

Course Objectives:
The course has following objectives:
1. To facilitate students in understanding the fundamentals of various operations management practices with the help of cases and activities.
2. To develop an aptitude towards becoming a successful operations manager

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
4. Operations and Productivity
5. Operations Strategy in a Global Environment
6. Lean Operations
7. Forecasting
8. Inventory Management
9. Short-term Scheduling

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:- TermII_Mittal_Sameer_Appointment

Textbooks:
There is no specific textbook required for this course.

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
Mid-Term	15
Presentation	30
Assignment	30
End Term	25
Total	**100**

Course Title: Organisational Behavior
Course Code: BS2102
Term-II
Credit: 2
Course Instructors: Dr. Richa Mishra

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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

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

COURSE CONTENT

1. Introduction to Organizational Behavior
- What Is Organizational Behavior? The importance of interpersonal skills. Management functions, roles, skills.
- Approaches to OB-Scientific, Behavioral and Contingency Approaches

2. Individual Determinants of Behavior
- Demographic differences as a predictor of behavior.
- The facets of personality and how it reflects individual differences: Personality traits and its effect on employee behavior.
- Perceptual Interpretation and its role on employee and behavior. Behavioral Responses as an outcome of learning.
- Attitude Formation and Change as an result of changing motivational function, resolving cognitive dissonance and assigning causality of behavior. (attribution theory)
- Motivational theories and process

3. Foundations of Group Behavior
- Dynamics of group behavior
- Leadership
- Power and politics in organizations

4. The Organization

Organization structure and design

TEXT BOOK & ADDITIONAL READING MATERIALS:

- Robbins, S. P. Timothy.A.,J.,&Vohra.N,. (2014). *Organizational Behavior:* 15Th Edition. Pearson Education India.

ADDITIONAL READING MATERIAL:

1. Luthans, F. (2013). *Organizational behavior: An evidence-based approach.* 12thEd.McGraw-Hill Education.
2. Ivancevich, J. M. K., & Matteson, R. (2011). *Organizational behavior and management.*
3. Aswathappa, K. (2010). *OrganisationalBehaviour. Text Cases Games*

WEBSITES

4. For detailed reading on Psychological contract please refer to http://www.cipd.co.uk/subjects/empreltns/psycntrct/psycontr.htm
5. http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/-
6. http://coms.uconn.edu/directory/faculty/mhamilton/persuassion/Chapter%205d.pdf.The handbook of social psychology, Volume 1 By Daniel T. Gilbert)
7. http://en.wikipedia.org/wiki/Attitude_changeWaysof changing
8. http://en.wikiversity.org/wiki/The_Factors_that_Determine_Success_in_Attitude_Change_Programs
   http://www.thenationalforum.org/Docs/PDF/2005_ASHE_attitude_change_paper.pdf)

Evaluation Scheme:

Component	Weightage
Presentation	20%
Continuous Evaluation	15%
Assignments	15%
Quiz	20%
End Term Examination	30 %

Course Title: Critical Thinking & Storytelling
Course Code: CC2112
Term-II
Credit: 2
Course Instructors: Ms. Shraddha Bhartiya/Ms. Tanushka

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Course Objective:
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.

Learning Outcomes:
The students will be able to:
- Formulate intelligent questions to investigate.
- Evaluate information and argument for correctness, consistency, relevance and validity.
- Compose well-structured and well-reasoned arguments.
- Articulate and evaluate the impact of narratives.
- Distinguish between facts, assumptions and opinion

Syllabus
1. **Introduction to Critical Thinking**- Definitions of Critical Thinking, its applications and the methods to think critically. Paul & Elder model will be used.
2. **Importance of questioning**-The key to critical thinking is the ability to formulate intelligent questions. Students will be able to create, improve and prioritize their questions. They will be able to use different types of question by using Bloom's taxonomy to understand the root of any situation, problem or subject.
3. **Examine data Critically-**Students will be able to filter information, separate fact from opinion, identify cognitive biases and become aware of the ladder of inference. They will also be taught to conduct responsible research and basics of bibliography and citation.
4. **Construct and reconstruct argument-** Students will be taught to construct arguments with sound reasoning. They will be able to support their claims and opinions with compelling data and facts, and present well-informed arguments. Evaluate argument using logical fallacies.
5. **Building a compelling Narrative-** Stories that we create and narrate influence how we see ourselves and our association with others. The students will be able to observe, think, create and narrate their stories in an effective manner.

Text Books and Reference Books

Critical thinking: an introduction
Alec Fisher - Cambridge University Press – 2011
Critical thinking its definition and assessment
Alec Fisher-Michael Scriven - Centre for Research in Critical Thinking - 1997
Art of thinking clearly

Rolf Dobelli - Harper Collins Usa – 2014
Critical thinking skills: developing effective analysis and argument
Stella Cottrell - Palgrave Macmillan – 2017
Thinking, fast and slow
Daniel Kahneman - Farrar, Straus and Giroux – 2015

Evaluation Scheme:

Component	Weightage
Assignment	40
Class Participation	20
Quiz	20
End Term Exam (Theory Exam)	20

Course Title: Entrepreneurial Mindset and Problem Identification
Course Code: ED2104
Term-II
Credit: 2
Course Instructors: Mr. ApoorvBamba

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Course Description:

This course intends to familiarize students with concepts pertaining to Building an Entrepreneurial Mindset, Personal Why, Identifying the problems and Areas/Sectors of Interest. The aim is to give students a deep understanding of these concepts around understanding the problem and finding the solution. With this course, they will be better equipped at understanding their target group and strengthening their ideas. 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 identify their passion and personal why which leads to understanding of their strengths and weaknesses
- To help students build an entrepreneurial mindset and learn more about the entrepreneurial ecosystem
- To help students understand the global trends and and identify their areas of interest
- Enable students to learn how to identify real life problems and focusing on finding solutions to the problems

Course Content/Topics to be covered:

- IKIGAI
- SWOT for self
- Skilling Up
- Strength based leadership
- Entrepreneurial Mindset
- Golden Circle
- Identifying problems around you
- Team Formation
- Ideation & 100 uses

References (Textbooks/case studies/articles):
1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. IKIGAI by Albert Liebermann & Hector Garcia
3. Start with Why by Simon Sinek

Evaluation Scheme:

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

Term-III

Course Title: Marketing Research
Course Code: MA2111
Term-III
Credit: 3
Course Instructors: Prof. JishnuChangkakoti

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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.

Pedagogy:

The course will be delivered through lectures, case studies, assignments and a group project.

Recommended Text Book:

Marketing Research - An Applied Orientation(7th Edition) by Naresh K. Malhotra, Satyabhushan Dash. (Listed as "Old Edition" in amazon.in)

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 &	Mini-cases from text book: 1.Case 2.3- Positioning Strategy for Akon Children's Hospital-Video 2.Case 10.1 - Dunkin Donuts	Project selec- tion: Choose any brand from any category. Define what you think could be a mar- keting issue/prob- lem for this brand.
2	Research De- sign and Writ- ing a Re- search 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 re- search approach & research design for the brand selected. Write a research brief on the issue identifiedey 2.Do a survey of the secondary data available on the brand.

4	Exploratory Research Design - Qualitative Research - 1	• 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", JMR	• 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 pilot qualitative research with consumers for the brand selected.
6	Descriptive Research De- sign - Survey and Observa- tion	Text book Chapter 6	Groups present findings of pilot qualitative re- search in class	
7	• Questionnaire design	Text book Chapter 10	Class Exercise: Stu- dents evaluate & modify questionnaires they used for pilot study.	
8	• Measurement and scaling • Mid-term quiz	Text book Chapters 8 & 9		
9	Project Presentations Part 1 - upto findings of qualitative research			
10	Sampling	Text book Chapters 11 & 12		
11	Causal Re- search Design - Experimen- tation	• Text book Chapter 7 • How to De- sign Smart Business		

	Measurement and Scaling	Experiments. By: Davenport, Thomas H. Harvard Business Review, 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		
15	Report Preparing and Presentation	Chapter 23		

Evaluation Scheme

Component	Weightage (100)
Class Participation	10
Project (Group Project)	30
Mid-Term Quiz	15
End Term Exam	45

Course Title: Introduction to Corporate Finance
Course Code: FA2102
Term-III
Credit: 3
Course Instructors: Dr. Lokanath Mishra

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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	10
Quiz-2	10
Assignment (Group Assignment)	20
Mid Term	20
End-Term Exam	40

Course Title: Business Modeling using Excel
Course Code: ID2113
Term-III
Credit: 3
Course Instructors: Dr. Ashwini Sharma

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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.

Evaluation Scheme:

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

Course Title: Business and Intelligent Machines
Course Code: ID2101
Term-III
Credit: 3
Course Instructors: Dr. Sonal Jain

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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.

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

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.

Evaluation Scheme:

Assessment Criteria	Percentage
Class Participation	10
Quiz	30
Report Evaluation	30
Lab Evaluation 2	30
Grand Total	**100**

Course Title: Fundamentals of Human Resource Management
Course Code: BS2101
Term-III
Credit: 3
Course Instructors: Dr. Upasana Singh

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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. HR as business partner
3. Planning and acquiring HR
4. Managing performance and engagement.
5. Training and Development
6. Employee compensation and benefits
7. Employee relations
8. HR Analytics
9. Emerging trends in HR

Session Plan

Session	Topics
1-2	HRM : Introduction • Evolution of HRM • Objectives, scope and function • The HR Competencies
3-5	Human Resource as Business Partner (HRBP) • Factors influencing corporate strategy • Linking corporate strategy to HR Functions. • Models of SHRM

6-8	Planning and Acquiring HR • Process of Human resource Planning • Recruiting and selecting
9-11	Performance and engagement • Purpose, process and criteria for effective performance management • Methods for measuring performance • Employee engagement
11	Quiz/ Assessment
12-14	Training and Developing Talent
15-17	Employee Compensation and Benefits • Factors influencing pay structure • Establishing pay structure
18-20	Ethics, Employee Relations and fair treatment at work Workplace legislations and regulations
21-23	HR Analytics and HR metrics
24-26	Emerging trends in HR
27-28	Recapitulation
29-30	Presentation

Course Requirement:
The course will involve more of interactive sessions and open discussions within the class. The students are expected to come prepared to the class and actively participate in classroom discussions. The knowledge is incomplete without its practical application. Therefore, at the end of each chapter students would be required to do certain exercises or solve the real life cases considering the theories taught in the class as the guidelines. Surprise quizzes may also be conducted at times. Therefore students are expected to have all lessons, assignments, presentations, etc., prepared on the dates due. Assignments turned in late will receive one-half grade lower than they would earn if on time.

Reference Book:
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.

Evaluation Scheme:

Assessment Components	% Weightage
Mid Term Exams	20
End Term Exams	40
Quizzes	10
Assignments/Presentations	20
Class Participation	10

Course Title: Perspectives on Contemporary Issues
Course Code: CC2201
Term-III
Credit: 2
Course Instructors: Ms. Shraddha Bharatiya

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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 Outcomes:
The students will be able to:
• Identify different perspectives objectively.
• Explain interconnectedness of the issues and their impact at micro and macro levels.
• Recognize their own beliefs, biases, claims and assumptions.
• Evaluate sources, argue and defend effectively

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

Course Content:

Introduction to contemporary perspective	Introduction to the course, skills and the topics. Revision of critical thinking.	
	Climate Change and Sustainability *Understanding the magnitude of the issue, its impact and future challenges.* *How we can meet our current needs without diminishing the quality of the environment or reducing the capacity of future generations to meet their own needs.*	
	Globalization *With increasing development throughout the world, the focus of this theme will be on the impact of globalization in India*	
Research, analysis & evaluation of a topic from local, national and global	**Nationalist Movement** *There is a sense that excesses of globalization have created an identity crisis across the world, facilitating the rise of nationalist movements. Rising nationalism is seen everywhere, from the*	

perspectives	*election of Donald Trump to Brexit, the success of far-right parties in Italian, German and Austrian elections in 2017 and 2018, nationalism appears to be on rise globally. We will look at its reasons and implication.*
	Technology *Impact of unprecedented technological growth, challenges and opportunities*
	Social justice and human rights *An understanding of the impact of inequality and discrimination, the importance of standing up for our own rights and our responsibility to respect the rights of others*

Reading
https://www.theguardian.com/environment/2015/mar/08/how-water-shortages-lead-food-crises-conflicts
The Cultural Challenges of Meeting Climate Change Goals: Montreal Weighs an Emissions Ban on Iconic Wood-Fire Bagel Shops Andrew Hoffman Pub Date: Apr 11, 2019 Source: WDI Publishing at the University of Michigan
Prototyping a Scalable Smart Village to Simultaneously Create Sustainable Development and Enterprise Growth Opportunities Solomon Darwin; Henry W. Chesbrough Pub Date: Jan 1, 2017 Source: UC Berkeley - Haas School of Business
bKash: Financial Technology Innovation for Emerging Markets IshtiaqMahmood; MarleenDieleman; NarminTartila Pub Date: Jun 28, 2017 Source: Ivey Publishing
The Panic of 2008 and Brexit: Regional Integration versus Nationalism Robert F. Bruner; Kevin Hare Pub Date: Oct 9, 2017 Source: University of Virginia Darden School Foundation
Biblio Credit Union: Social Inequality and the Living Wage Kent Walker; Curtis Labutte Pub Date: Jan 30, 2017 Source: Ivey Publishing

Evaluation Scheme:

Assessment Components	% Weightage
Assignments	40
Class Participation	20
Report Evaluation	20
End Term Exam	20
Total	**100**

Course Title: Idea Validation and Business Model Design
Course Code: ED2106
Term-III
Credit: 3
Course Instructors: Prof. Apoorv Bamba

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Course Description:
This course intends to familiarize students with concepts pertaining to Idea Validation & Business Model Design. The aim is to give students a deep understanding of these concepts around understanding the problem and finding the solution. With this course, they will be better equipped at understanding their target group and strengthening their ideas. 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 organize understand the origin of the problem and their ideas
- To provide students some structure to move ahead from the initial 'Ideation' stage
- Students would be able to seek, assimilate and work or re-work on their ideas and problem-solution fits by interacting with potential customers and industry experts
- To be able to hypothesise, test and establish a potential clientele and market for their startups
- Structured focus on customers, market trends and industry

Course Content/Topics to be covered:
- Idea Validation
- Problem Statement Vision
- Introduction to Design Thinking
- Empathy Mapping
- Mindmapping
- Hooked - building habit forming products
- Consumer Research
- Disruptive innovation

References (Textbooks/case studies/articles):
1. Course handouts will be provided with relevant references to chapters, articles, and patents
2. Hooked by NirEyal

Evaluation Scheme:

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

Course Title: Capstone
Course Code: PW2101
Term-III
Credit: 2
Course Instructors: Prof. Debraj Tripathy/Prof. Praveen Arora/Dr. Sarita Gupta

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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:
- Provide opportunities to demonstrate the ability to integrate key learning from all functional areas.
- Bring out critical thinking abilities of students to find practical solutions of real business world problem.
- Synthesize all aspects of the business problem, integrating people, interpersonal knowledge and skills and technology where necessary.
- Foster team work and effective communication for problem solving.

Evaluation Scheme:

Component	Weightage (100)
Group Evaluations *	75
Class Participation	15
Report	10
Grand Total	**100**

*Group evaluations will be based upon depth of understanding, quality of assumptions, thoroughness, application of concepts, tools and accuracy, feasibility of proposed solution.

Course Title: Law and Citizenship (Perspective Workshop)
Course Code: LS2104
Term-III
Credit: 1
Course Instructors: Prof. Apurv Kumar Mishra

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Course Description:
You are a citizen. Which means you don't just possesses 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 fulfill 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:
1. Why You Matter: Rights and Duties of Citizens
2. How to Matter: Advocacy on Challenging Issues
3. What Matters Now: Revisiting Citizenship in 21st century

Course Learning Outcomes:
1. Understand the changing nature of the relationship between citizen and state in India
2. Appreciate the key role of Indian constitution in strengthening democracy in the country
3. Recognize the role of Indian judiciary as a protector citizens' rights
4. Acknowledge the importance of instruments like PIL and RTI in promoting good governance in India
5. Learn the skill of filing RTI applications to hold public institutions accountable
6. Introduction to fundamental concepts of public policy

Course Content/Topics to be covered:
1. Fundamental Rights and Duties
2. Directive Principles of State Policy
3. Basic Structure Doctrine
4. Public Interest Litigation
5. Right to Information Act
6. Transforming Good Ideas into Good Legislation- An Introduction to Public Policy

References (Textbooks/case studies/articles):
11 post-lecture readings have been shared with the cohort.

Evaluation Scheme:

Component	Weightage (100)
In-class Quizzes	60
RTI Assignment	40

Course Title: Comparative Public Administration (Perspective Workshop)
Course Code: LS2106
Term-III
Credit: 1
Course Instructors: Prof. Arpit Chaturvedi

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COURSE DESCRIPTION:
This 4 - part course gives the students a deep dive into a set theory-based qualitative methodology to understand public policy outcomes. This workshop begins by introducing students to comparative methods, with a focus on public administration and democratic governance. It explores different analytical approaches to comparative studies developed by Emile Durkheim and Max Weber. It delves into the weberian method of creating ideal types. The course offers a fundamental introduction to the issues around establishing causality in social sciences using the Mill's direct and indirect method of exploring causal relationships and the challenges in the quest of establishing causality in social sciences.

Further, the course is focused on exploring newer comparative techniques developed by Charles Ragin and familiarizes the students with the set theoretical logic of qualitative comparisons.

Students work on the FsQCA software and gain skills in conducting pathway analysis to determine the causal conditions that explain policy outcomes. This analysis augments and makes up for some of the methodological shortcomings of statistical analysis that most public policy professionals are exposed to. Students are finally given a project to conduct a comparative analysis to determine the factors that lead to effective public participation in governance using 3 real-life case studies covering 4 different national contexts. The course has no prerequisites.

COURSE LEARNING OUTCOMES:
• Ability to conduct comparative analysis in social sciences and public administration.
• Ability to understand the methodologies of Max Weber and Emile Durkheim in conducting comparative analysis.
• Ability to create ideal types by using deductive and inductive methods.
• Ability to use Mill's direct and indirect methods of causal reasoning.
• Ability to conduct pathways analysis for causal conditions on FsQCA software.

Course Content/Topics to be covered:

Lecture1: Introductions and Why the Comparative Method
Collier, David. "The Comparative Method." SSRN Scholarly Paper. Rochester, NY: Social Science Research Network, 1993. https://papers.ssrn.com/abstract=1540884.

Lecture 2: Qualitative Comparisons and Using Ideal Types

Swedberg, Richard. "How to Use Max Weber's Ideal Type in Sociological Analysis." Journal of Classical Sociology 18, no. 3 (August 1, 2018): 181–96. https://doi.org/10.1177/1468795X17743643.

Lindbekk, Tore. "The Weberian Ideal-Type: Development and Continuities." Acta Sociologica 35, no. 4 (1992): 285–97.

Lecture 3: Causal Inferences and Pathways Analysis

Ragin, Charles, and David Zaret. 1983. "Theory and Method in Comparative Research: Two Strategies." Social Forces 61 (3): 731–54.

Ragin, Charles C. The Comparative Method: Moving Beyond Qualitative and Quantitative Strategies. University of California Press, 1987. Pp. 34-52 , 85-102

Lecture 4: Comparative Method Application: Public Participation in Governance (In class Presentations/Assessment and Discussion)
Specific instructions for the assignment:

1. Each team will have to read **ALL of the THREE** case studies attached.
2. They need to explain what are the "Pathways to Public Participation" based on these case studies.
3. In doing so, the need to create an excel sheet.
4. Each country is a row.
5. Each condition/variable is a column (1 = that variable exists in that country and 0 = it is absent in that country). Please identify conditions and whether each condition was present or absent in each country.
6. Public participation is the explanatory variable/factor (1 = public participation was successful in that country; 0 = public participation was not successful in the country). Please identify whether public participation was successful in each country or not.
7. Convert Excel Sheet to CSV Delimited Format.
8. Run the file on the FsQCA software
9. Show results.
10. Interpret results to explain what are the pathways for effective public participation.

Cases:
(i) Brazil, Porto Alegre
Baiocchi, Gianpolo. 2001. "Participation, Activism, and Politics: The Porto Alegre Experiment and Deliberative Democratic Theory." Politics and Society 3(1).
(ii) Armenia
Babajanian, Babken V. 2008. Social Capital and Community Participation in Post-Soviet Armenia: Implications for Policy and Practice. Europe-Asia Studies 60 (8): 1299 – 1319.
(iii) Mexico and India
Fleischman, Forrest, and Claudia Rodriguez Solorzano. "Institutional supply, public demand, and citizen capabilities to participate in environmental programs in Mexico and India" International Journal of the Commons , 2018, Vol. 12, No. 2 (2018), pp. 162-190.

References (Textbooks/case studies/articles):

- Collier, David. "The Comparative Method." SSRN Scholarly Paper. Rochester, NY: Social Science Research Network, 1993. https://papers.ssrn.com/abstract=1540884.
- Swedberg, Richard. "How to Use Max Weber's Ideal Type in Sociological Analysis." Journal of Classical Sociology 18, no. 3 (August 1, 2018): 181–96. https://doi.org/10.1177/1468795X17743643.
- Lindbekk, Tore. "The Weberian Ideal-Type: Development and Continuities." Acta Sociologica 35, no. 4 (1992): 285–97.
- Ragin, Charles, and David Zaret. 1983. "Theory and Method in Comparative Research: Two Strategies." Social Forces 61 (3): 731–54.
- Ragin, Charles C. The Comparative Method: Moving Beyond Qualitative and Quantitative Strategies. University of California Press, 1987. Pp. 34-52 , 85-102.
- Baiocchi, Gianpolo. 2001. "Participation, Activism, and Politics: The Porto Alegre Experiment and Deliberative Democratic Theory." Politics and Society 3(1).
- Babajanian, Babken V. 2008. Social Capital and Community Participation in Post-Soviet Armenia: Implications for Policy and Practice. Europe-Asia Studies 60 (8): 1299 – 1319.
- Fleischman, Forrest, and Claudia Rodriguez Solorzano. "Institutional supply, public demand, and citizen capabilities to participate in environmental programs in Mexico and India" International Journal of the Commons , 2018, Vol. 12, No. 2 (2018), pp. 162-190.

Evaluation Scheme:

Using the FsQCA Software on the variables/factors identified in the case studies, discuss the various viable pathways to public participation. The final assignment has 100% weightage which is further subdivided as follows:

Component	Weightage (100)
Case Study Analysis (Ability to identify variables/factors from the cases)	30%
Project Work (Ability to generate truth table in the FsQCA software)	30%
Data Analysis (Ability to conduct pathways analysis and interpret results)	40%

Term-IV

Course Title: Sales & Channel Management
Course Code: MA2201
Credits: 3
Course Instructors: Prof. Deepak Agrawal

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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:

a) Understand and appreciate the strategic role of the sales and distribution function
b) 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
c) Understand the drivers and levers impacting various distribution challenges and enhancing field force effectiveness.
d) How is e commerce changing/ challenging the traditional sales and distribution models.
e) Sales and channel management tools like salesforce, Zoho CRM or similar sales management applications

Recommended Text Book:

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

Reference Books:

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

Articles:

1. The Art of Selling(Schumpeter/The Economist)
2. The Changing Environment of Selling and Sales Management (JPSSM Article)
3. What makes a Good Salesman (HBR Article)
4. Sales force effectiveness: A framework for researchers and practitioners(JPSSM Article)

5. Distribution challenges and workable solutions (IIMB Management Review)
6. Designing Channels of Distribution Reorienting Channels of Distribution (HBS Articles)
7. Channel Conflict: When is it dangerous? (McKinsey article)

Evaluation Scheme:

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

Component	Weightage
Class Participation	10%
Assignments	15%
Project (Group Project submission)	15%
Quiz-1 (Quizzes)	25%
End Term Exam	35%

Course Title: Identity and personal communication
Course Code: CC2119
Credits: 2
Course Instructors:

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Course description

The aim of this course is to provide you with a greater understanding of communication and social identity. This course explores the connections between communication and the concepts of identity and self. This course allows students to examine their personal and professional identities, allowing them to develop a distinct presence.

Learning outcomes

The students will be able to:

· Recognize the significance of developing a personal identity

· Analyse their personal identities, both private and social

· Identify the fundamental elements that comprise a person's identity

· Describe the relationship between communication and identity.

· Create their identity using various communication formats, on different platforms

Topics to be covered

1. Self and Social Identity

2. Narrative Approaches to Identity

3. Elements of Identity

4. Creating and Presenting the Self

5. Online presence

6. Persuasive Communication as a Tool for Identity Formation

References for reading:

1. O'Brien, T. (2019). When your job is your identity, professional failure hurts more. Harvard Business Review.

2. Anca, C., & Aragón, S. (2018). The 3 types of diversity that shape our identities. Harvard Business Review.

3. Craig, N., & Snook, S. (2014). From purpose to impact. Harvard business review, 92(5), 104-111.

4. Detert, J. R. (2018). Cultivating everyday courage. Harvard Business Review, 96(6), 128-135.

5. Dutta, S. (2010). What's your personal social media strategy? Harvard business review, 88(11), 127-30

Evaluation Scheme

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

Course Title: Prototype & Pilot
Course Code: ED2201
Credits: 3
Course Instructors: Mr. Apoorv Bamba

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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

Course Title: Business Simulation
Course Code: PW2106
Credit: 3
Course Instructors: Mr. Umamahesvaram Mandi

THE TOTAL COURSE INTENDS (i.e., CLGs)

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 (i.e.,CILOs)

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.

Assessment:

ACTIVITIES	PERCENTAGES
Practice Play and Class Participation	20%
Team Assignment evaluation as the end product of Workshop output.	40%
Individual play score and strategy presentation (both assessment component is taken into consideration)	40%

Modalities:

The participating students would be divided into requisite number of Cohorts. Indicatively each cohort would consist of approximately 12 people who would physically attend the session (as per current-level of planning and if the ground-realities change at the time of offering the course, this plan shall change). Each cohort is planned to be subdivided into 6 teams of 2 members each. Above indicated detailed format, number of cohorts etc would change based on the number of teams and cohorts.

This plan is indicative and would change as per the ground realities with respect to physically attending the course at the campus.

Format: As indicated above
Instructor: Umamahesvaram Mandi
Co-Instructor: (to be decided)

Course Title: Summer Internship Project
Course Code: PW2102
Credit: 6

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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)	25 %
Industry Guide Feedback	25%
Presentation	50%

Course title: Rural marketing and inclusion
Course code: MA2215
Credits: 1

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Workshop Learning Goals

- Understanding rural consumers and their behaviour
- Application of 4Ps to the rural markets by face to face interactions with businesses and customers in semi urban/ rural markets
- Presence and usage of smart phones in purchase/ selection decision-making.

Pedagogy

The course is intended to be offered as a 1-week immersion workshop in rural and semi urban areas.

The course involves physical market visits and interactions with businesses and customers face to face, the course will be offered following all due covid 19 protocols.

Course Title: Product & Brand Management
Course Code: MA2211
Credits: 3
Course Instructors: Mr. Jishnu Changkakoti

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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 pro- grammes. 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 ofproducts
3. How a brand's positioning should be developed, established, protected and evolved and the role of communication programs in thesame
4. The process of sustaining and managing a brand's equity over the long term while facing short term businesspressure

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	1. Core Text (Product Management): Chapters 2, 3 and 5 2. Principles of Product Policy by AnitaElberse 3. Marketing Analysis Toolkit: Market Size & Market Share	Cottle-Taylor: Expanding the Oral Care group in India by John A. Quelch&AisaZalosh ; HBS Oct 2011

		Analysis byThomas Steenburgh & JillAvery	
3	What is Brand Equity – Definitions and Models of Brand Equity	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	Discussion on "The Brand Report Card" by Kevin Lane Keller
4	Developing Product Strategy	Core Text (Product Management): Chapter 8	Chase Sapphire – Creating a Millenial 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): Chapter8and Core Text (SBM): Chapter 2 &3 2. Market Segmentation, Target Selection and Positioning by Miklos Sarvary and AnitaElberse 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 AmodChoudhary
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 Psychol- ogy of New Product Adop- tion; John T. Gourville, June 2006 oland Trust, Zeithaml, Lemon 3. Note on Innovation Diffusion – John Gourville	
10	Growing through product and brand extensions	1. Core Text: Core Text (SBM): Chapter12 2. Extend Profits, Not Product Lines: John Quelch& David Kenny; HBR Sep1994	GoPro: Brand Exten- sion by Michael Marks and Jaclyn C. For- oughi
11	ProductLifeCycle:What it is and how to manage it	Exploit the Product Life Cycle – Theodore Levitt Nov 1965	Maggi Noodles in In- dia: Creating & Grow- ing 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 Manag- ing Global Brands Locally	1. Core Text (SBM): Chapter 14 2. Global Brand Management: Best Practises 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		
16	One day workshop on digital specific products covering service offering e.g. OTT platforms		

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

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

Course Title: Retail banking and operations
Course Code: FA2203
Credits: 2
Course Instructors: Prof. Praveen Arora

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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:

   a) Awareness about various facets of retail banking and its operations
   b) How Fintech is transforming functions across banking 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 … Mocmillan 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%

Course Title: Supply Chain Management
Course Code: OP2211
Credits: 3
Course Instructors:

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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&managingthe*SupplyChain Concepts, Strategies & Case Studies, 3rd edition,* Tata McGraw Hill
- Janat Shah (2016), Supply Chain Management: Text and Cases, Pearson NewDelhi.

- 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. PearsonEducation.
- D. K. Agrawal. (2010). Supply *Chain Management: Strategy, Cases and Best Practices*. 1st edition. New Delhi. Macmillan Publishers IndiaLtd

Evaluation Scheme

Component	Weightage
Mid-Term	15%
End Term Exam	25%
Assignment	12%
Case Study	12%
Presentation	36%
Total	**100%**

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.

Course Title: Organization Culture & Change
Course Code: BS2104
Credits: 3
Course Instructors: Dr. Richa Mishra

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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 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 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

Trimester-V

Course Title: Strategic Management
Course Code: ST2102
Credits: 2
Course Instructors: Prof. Jishnu Changkakoti

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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	• Competitive factors that shape strategy • Vision andmission	Building Your Company's Vi- sion, Harvard Business Review, Sep./Oct. 1996. HBR 96501- PDF-ENG	Starbucks Coffee Company-Transfor- mation and Renewal HBR 314068-PDF- ENG
5 & 6	Analysing the external environment	The Five Competitive Forces That Shape Strategy, Harvard Business Review, January, 2008. HBRR0801E-PDF-ENG	Cola Wars Continue: Coke and Pepsi in 2010. HBR 711462- PDF-ENG
7 & 8	Analysing the internal environment	Core Competency of the Cor- poration, Harvard Business Re- view, May/June, 1990. HBR 90311-PDF-ENG	
9 & 10	Business level strategy part 1	From Competitive Advantage to Corporate Strategy, Harvard Business Review,	Walmart Inc. takes on amazon.com. HBR 718481-PDF-ENG

		May/June, 1987. HBR 87307-PDF-ENG	
11 & 12	Business level strategy part 2	Blue Ocean Strategy. HBR R0410D-PDF-ENG	
13 & 14	Global Strategy		House of Tata: Acquir- ing a Global Footprint HBR 708446-PDF- ENG
15	Alliances/JVs/ M&As	Not all M&As are Alike, Harvard Business Review, March,2001. HBRR0103F-PDF-ENG To Diversify or Not to Diversify, Harvard Business Review, Nov/ Dec., 1997. HBR 97608-PDF- ENG	

Each Session is of 2 Hours

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 onamazon.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

Course Title: B2B Marketing
Course Code: MA2212
Credits: 2
Course Instructors: Prof. Somraj Bhattacharjee

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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.
4) Introduction to B2B marketplaces like Udaan etc.

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
2. https://harvard.service-now.com/ithelp?id=kb_article&sys_id=4c3290f6db5b845430ed1dca4896197f#roles

Evaluation Scheme:

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

Course Title: Sales & Marketing of Services
Course Code: MA2213
Credit: 1
Course Instructors: Prof. Somraj Bhattacharjee

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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 JochenWirtz, 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

Course Title: Essentials of Taxation
Course Code: FA2103
Credit: 1
Course Instructors: Prof. Prashant Sipani

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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 – Asseses, 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%

Course Title: Interpersonal dynamics and conflict management
Course Code: CC2120
Credit: 2
Course Instructors:

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Course description:

According to studies, the average manager spends almost two-thirds of his or her time communicating with people. Interpersonal relationship is one of the most common predictors of managerial success or failure. The purpose of this course is to enable students better understand interpersonal and small group behavior. The course aims to help students increase their capacity to perceive and analyze interpersonal dynamics, as well as their personal awareness of how they affect others.

Course outcomes:

The students will be able to:

· Describe about group dynamics by observing and exploring conscious and unconscious assumptions, behaviors and feelings.

· Identify and pursue personal learning goals aimed at improving interpersonal communications

· Identify sources of conflict and manage them using difference conflict handling styles

· Use interpersonal communication skills to influence and lead

· Communicate effectively with various stakeholders

Topics to be covered:

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

Evaluation Scheme

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/nejo.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	10%
Quiz	20%
End Term Examination-Viva	30%
Presentation/ Group Discussion	20%

Course Title: Business Plan & Pitch
Course Code: ED2202
Credits: 3
Course Instructors: Mr. Apoorv Bamba

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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

Course Title: Mathematical Thinking
Course Code: ID2180
Credits: 2
Course Instructors: Dr. Yugank Goyal

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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
- 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.
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

Course Title: Options, Futures and Risk Management
Course Code: FA2205
Credits: 2
Course Instructors: Prof. Umamahesvaram Mandi

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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. **Business Snapshot:** **1. Lehman Brother's Bankruptcy** **2. Metallgesellschaft: Hedging Gone Awry**	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
	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 Conglomorates as Aditya Birla Group or ITC to be invited for Student Interaction

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%

Course Title: Financial Markets and Services
Course Code: FA2202
Credits: 3
Course Instructors: Dr. Lokanath Mishra

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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

Evaluation Scheme:

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

Course Title: Marketing Analytics
Course Code: MA2214
Credits: 3
Course Instructors: Prof. Umamahesvaram Mandi

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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
• Introduction to Google basic and advanced analytics

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 tends
- 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.

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://harrt.ucla.edu/wp-	**Indian Products Limited (A): Plan for Data Analysis – IIMA/MAR0303(A)** Variable Code-Book Preparation and Data Analysis plan preparation	Sample Size Determination

	content/uploads/2015/ 12/Big-Data-The-Management-Revolution-.pdf)		
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 Rajkuma rVenkatesan #: 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
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 Kebob 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 2008Marketing 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 refence for relevant topics as in URL: https://www.edx.org/course/marketing-analytics

    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 RajkumarVenkatesan (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

Course Title: Quality & Operations Excellence
Course Code: OP2213
Credits: 3
Course Instructors:

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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

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.

Course Title: Acquiring Human Capital
Course Code: BS2105
Credits: 3
Course Instructors: Dr. Richa Mishra

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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.economicsdiscussion.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

Course title: Digital Commerce (Elective)
Couse code: MA2216
Credits: 2

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Course description
- The course aims to provide students into insights into understanding the gradual shift to online world of purchasing both in B2C and B2B scenarios.
- It will further provide insights into what are the key levers in an online marketplace and how are they similar/ differ from the offline world.

Course Learning Goals

- Terms of trade: how does this differ from offline world, negotiating power of the market place
- Logistics covering shipping, packaging needs and meeting customer SLA's
- eCom communication
- Offline to online shift
- Consumer behaviour
- Category and inventory management

Trimester-VI

Course Title: Strategy Formulation and Implementation
Course Code: ST2203
Credits: 3
Trimester: VI
Course Instructors: Prof. Umamahesvaram Mandi

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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.

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**	Chpater-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.

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

Course Title: Advance Topics in Digital Marketing
Course Code: MA2203
Credits: 2
Trimester: VI
Course Instructors: Prof. Rajesh Mandyam

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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.

<u>How did the student learn in this course?</u>

◦ 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.

Course Content/Topics to be covered:
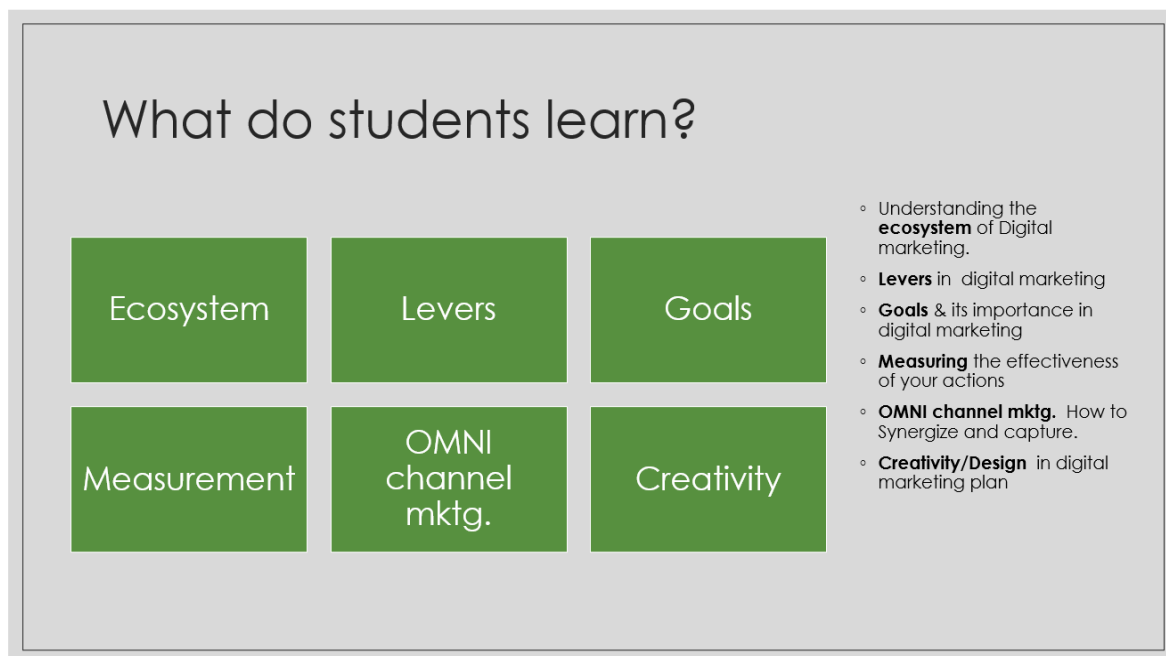
Given below are topics taught in each submodule:

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.
	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?

Levers	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 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

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

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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

Course title: Critical Thinking for Problem Solving and Decisions
Course code: C2121

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

Learning outcomes

The students will be able to:

· Describe how to think critically and problem solve

· Apply advocacy and enquiry to analyse organizational problems

· Improve critical thinking and questioning skills.

· Analyze the context and information to identify a problem.

· Make use of problem-solving methods and tools.

Topics to be covered

· Definition and Type of Decision Making

· Decision-Making Processes

· Ethical approaches and Decisions

· The significance of purpose and context

· Techniques for problem analysis

· Techniques for Decision Implementation

· Obstacles to Sound Reasoning

· Examining alternate solutions

References for readings:

1. Lehrer, J. (2010). How we decide. Houghton Mifflin Harcourt.

2. Heath, C., & Heath, D. (2013). Decisive: How to make better choices in life and work. Random House.

3. Hammond, J. S., Keeney, R. L., & Raiffa, H. (2015). Smart choices: A practical guide to making better decisions. Harvard Business Review Press.

4. Cases and scenario will be shared in the class

Evaluation Scheme

Component	Weightage (100)
Assignment	20
Class Participation	10
Mid term	20
End Term	30
Presentation (GD)	20

Course Title: Security Analysis and Portfolio Management
Course Code: FA2204
Credits: 3
Course Instructors: Prof. Praveen Arora

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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
- Discount broking firms like Robinhood, Zerodha

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

Evaluation Scheme:

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

Course Title: Cases in Sales & Marketing
Course Code: MA2202
Credits: 2
Trimester: VI
Course Instructors: Prof. Jishnu Changkakoti

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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 presen- tation 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	
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

Course Title: Measurement and Management of Performance
Course Code: BS2106
Credits: 2
Trimester: VI
Course Instructors: Prof. Vijay Deshpande

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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 – PMSDefinition & 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
2. Translating Strategy in to Action – Robert Koplan and David Nortan

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