

MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce

Course Hand-out

	FIRST TRIMESTER	
Course Code	Course Name	Faculty
MB6101	Self-Development & Personal Growth	Mr Rakesh Seth
MB6102	Managerial Economics	Dr C Anirvinna
MB6103	Accounting for Managers	Mr Rahul Sharma
MB6104	Business Analysis & Decision Making	Dr Umesh Solanki
MB6105	Marketing Management – I	Dr Samar Sarabhai
MB6106	Organisation Behaviour	Mr Rahul Sharma
MB6107	Business Communication – I	Dr Rachna Gangwar

	SECOND TRIMESTER	
Course Code	Course Name	Faculty
MB6201	Macro-Economic Environment	Dr C Anirvinna
MB6202	Management Accounting	Mr Rahul Sharma
MB6203	Operations Management	Dr Narendra Singh Bhati
MB6204	Marketing Management – II	Dr Smita Sharma
MB6205	Human Resource Management	Dr Aanyaa Chaudhary
MB6206	Business Communication - II	Dr Arun Poonia
MB6207	Legal Aspects of Business	Mr Ravindra Kaikini

	THIRD TRIMESTER	
Course Code	Course Name	Faculty
MB6301	Business Research Methods	Dr Umesh Solanki
MB6302	Financial Management	Dr Sankersan Sarkar
MB6303	Entrepreneurship and New Venture Planning	Dr Aanyaa Chaudhary
MB6304	Strategic Management	Dr Archana Poonia
MB6305	Information Management for Business	Dr Sudhendar Hanumantha Rao
MB6306	Business Communication – III	Dr Arun Poonia

	FOURTH TRIMESTER	
Course Code	Course Name	Faculty
Marketing		
MB2401	Consumer Behaviour	Dr Smita Sharma
MB2402	Sales Management	Dr Smita Sharma
MB2403	Marketing Channels	Dr T K Jain
MB2404	Product & Brand Management	Dr Smita Sharma
MB2405	Digital Marketing	Mr Zuber Alam
MB2406	Services Marketing	Mr Krishna Kannur
FOURTH TRIMESTER		
Course Code	Course Name	Faculty
Finance		
MB2407	Financial Statement Analysis & Corporate Valuation	Dr Sankersan Sarkar
MB2408	Financial Modelling	Dr Umesh Solanki


 Head of Department
 TAPMI School of Business
 Manipal University

MB2409	Security Analysis & Portfolio Management	Dr Umesh Solanki
MB2410	Fixed Income Securities	Dr Sankersan Sarkar
MB2411	Banking & Finance	Dr Savitha B Shelley
MB2412	Financial Services	Mr Rahul Sharma
FOURTH TRIMESTER		
Course Code	Course Name	Faculty
General Management		
MB2413	Project Management	Dr Rachna Gangwar
MB2415	E Business	Dr Sudhendar Hanumantha Rao
FOURTH TRIMESTER		
Course Code	Course Name	Faculty
Human Resources		
MB2417	Human Resources Planning	Dr Deepti Sharma
MB2418	Performance Management	Dr Aanyaa Chaudhary
MB2419	Compensation Management	Dr Deepti Sharma
MB2420	HR Processes & Practices	Dr Aanyaa Chaudhary
MB2421	HR Analytics	Mr Rakesh Seth
MB2422	Recruitment & Selection	Ms Sonal Khandelwal

FIFTH TRIMESTER		
Course Code	Course Name	Faculty
Marketing		
MB2501	Marketing Research	Dr Savitha B Shelley
MB2502	Retail & Merchandise Management	Dr Smita Sharma
MB2504	Integrated Marketing Communication	Dr Smita Sharma
FIFTH TRIMESTER		
Course Code	Course Name	Faculty
Finance		
MB2510	International Financial Management	Dr Umesh Solanki
MB2511	Financial Risk Management	Dr Sankersan Sarkar
MB2512	Project & Infrastructure Finance	Mr Rahul sharma
FIFTH TRIMESTER		
Course Code	Course Name	Faculty
General Management		
MB2515	International Business	Dr C Anirvinna
MB2517	Supply Chain Management	Dr Rachna Gangwar
FIFTH TRIMESTER		
Course Code	Course Name	Faculty
Human Resources		
MB2519	Organization Change & Development	Dr Deepti Sharma
MB2521	Training & Development	Dr Aanyaa Chaudhary
MB2524	Competency Mapping	Dr Deepti Sharma

SIXTH TRIMESTER		
Course Code	Course Name	Faculty
MB2601	Business Leadership	Dr Aanyaa Chaudhary
MB2602	Business & Innovation	Dr Sankersan Sarkar
MB2603	Dissertation	Dr C Anirvinna

Head of Department
TAPMI School of Business



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Self-Development and Personal Growth | MB 6101 | 3 Credits |

Session: Aug. 19 – Oct 19 | Faculty: Mr. Rakesh Seth Class: MBA I Trimester

A. Course Perspective:

Learns to understand self and others for individual effectiveness. Learn to work with and through others at work place. Able to develop and lead team and learn to contribute to team work. Able to think creatively and learn to handle and solve problem in unique and effective way. Learn to remain Buoyant and work under adverse circumstances. Learn to create impression during interaction with others (Effective communication, Power Dressing & Etiquette)

B. Programme Outcomes: The learnings and abilities or skills that students would have achieved at the end of the programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyse and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

- CLO 1: Learn to understand about self and others for individual effectiveness
- CLO 2: Learning to work and through others at the work place
- CLO 3: Able to develop the required skills and lead team and learn to contribute to team work through creative problem solving
- CLO 4: Learn to remain buoyant, work under adverse situations and create impressions during interaction with others and developing ability for entrepreneurship.

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

End term examination	40%
Quizzes	20%
Student presentation & Project Assignment	30%
Class participation	10%

Alignment of COs & POs

(a) Evaluation Tools

Course Outcomes	Quizzes	Presentation/Role plays	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

S. No	Particulars	Reference Books	Pedagogy	Learning Outcomes	Corresponding CO	Mode of Assessing the Outcome
1	Introduction – knowing each other		Presentation /discussion	Knowing each other for better coordination	CLO1	Working in teams
2	Managerial Skill: Concept Types and Importance.	R5	Lecture & discussion	Understand various types of management skills	CLO1	Quiz Assignment End term
3	Developing Self Awareness	R5	Lecture & discussion	Understanding self – SWOT analysis	CLO1	Quiz Assignment End term
4	Key dimensions and self-awareness,	R5	Lecture & discussion	Understand self through disclosure and feedback mechanism	CLO1	Quiz Assignment End term
5	Important areas of self-awareness, diagnostic surveys	R5	Lecture & Discussion	Conducted diagnostic tools understand self better and giving feedback	CLO2	Quiz Assignment End term
6	Communicating Supportively, Concept and Importance, coaching, counselling	R5	Discussion & Role plays	Understanding importance of communication through presentations and first experience	CLO2	Quiz Assignment End term
7	Consulting, eight principles of supportive communication, Effective Assertive communication	R5	Discussion & Lecture	Understand subtle difference between Coaching,	CLO2	Quiz Assignment End term

				Consulting and counselling through experiential exercise		
8	Skill: Analysis, Practice and application of principles of assertive communication	R5	discussion	Understanding the importance of supportive and assertive communication in Management	CLO2	Quiz Assignment End term
9	Stress: Major elements of stress, managing stress, eliminating stress, Situational stressors & anticipatory stressors	R5	Discussion, Role Play, Activity	Create understanding of sources of stress, its effects on physical and psychological dimensions.	CLO 3	Quiz Assignment End Term
10	Developing resilience, diagnostic surveys for managing stress. skill analysis practice and application.	R5	Lecture/discussion	Understanding importance of setbacks and bouncing back.	CLO 4	Quiz Assignment End term
11	Solving Problems and Creativity: Steps in solving problems	R5	Lecture/discussion	Understanding importance of problems identification and creative problem solving		Quiz Assignment End Term
12	limitations of the rationale problem solving models	R5	Lecture/discussion	Understanding steps to followed in creatively solving problems through experiencing it in here and now situations	CLO4	Quiz Assignment End term
13	creativity and innovation: concepts, models, processes	R5	Lecture/discussion	Understanding difference between creativity ad innovation and advantages of trial and error, experiments	CLO4	Quiz Assignment End term
14	Blocks to creativity, diagnostic surveys for creative problem solving analysis and practice of the skill.	R5	Discussion Role play	Understanding why some students are more creative then others. .	CL 3	

15	Interpersonal skills: Concept types and importance, using diagnostic (FIRO B) tools to assess skills analysis and practice of interpersonal skills.	R5	Discussion Lecture	Understanding the importance of fundamental of interpersonal relations orientation through diagnostic survey.	CLO3	Quiz Assignment End term
16	Leaderships Types of leadership, transformational leadership, Gaining power and influence, Strategies for gaining organizational power	R5	Lecture & Discussion	Understanding the application of leadership in day to day working.	CLO3	Quiz Assignment End term
17	Transforming power into influence.	R5	Discussion Role Play	Understanding transformational model for self improvement		
18	Diagnostic surveys for assessing leadership skills skill analysis, practice and application	R5	Discussion	Understanding importance of power and influence and how to use them.	CLO2	Quiz Assignment End term
19	Managing Conflict: Sources of management conflict	R5	Discussion	Developing ability to appreciate conflicts	CLO2	Quiz Assignment End term
20	Resolution styles of conflict, diagnostic surveys of managing conflict, skill analysis, practice and application.	R5	Discussion	Understanding various techniques of resolving conflicts and management of conflicts	CLO2	Quiz Assignment End term

(b) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1		3		
PO 2	3			
PO 3			2	1
PO 4			2	2
PO 5	1	3		
PO 6	1			
PO 7				2
PO 8	2			
PO 9		2		

PO10		2		
PO11				3
PO12				2

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of
Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

REFERENCE BOOKS (Preferably Latest Edition may be referred)

1. Lesikar & Flately; Basic Business Communication, 10e; Tata McGraw Hill
2. Ober Scot; Contemporary Business Communication; 2004; Biztantra
3. Bovee Courtland, L. et al; Business Communication Today; 2008; Pearson Education
4. Chaturvedi P.D. and Chaturvedi Mukesh; Business Communication: Concept, Cases & Applications; 2004; Pearson Education
5. David A Whetter and Kin S Cameron; Development of Management Skills for Europe; 8e; Mike Woods.
6. Seligman, E.P. Martin; Learned Optimism: How to Change your mind and your life; 2011; Knopf Double Day Publishing
7. Tidd Joe, Bessant John; Managing Innovation; 4e; Wiley
8. Chouhan S. et al; Soft skills: An Integrated Approach to Maximize Personality; 2016; Wiley Publishing
9. Khandwala, N. et al; Fourth Eye: Excellence through Creativity; 2e; Wheeler Publishing
10. Pareek Udai; Training Instruments in HRD and OD; 2e; TMH

J. Research Paper/ Additional Readings

http://takkagri.weebly.com/uploads/3/0/3/1/30319257/8.developing_mgt_skills.pdf
<https://drive.google.com/file/d/0B8Yz72v49S0kcHVhSzRMemhsM0wxUUM0a3U1VFBWMkxRSUtr/view?usp=sharing>

K. Expectations from Students:

1. Shall read the topics in advance before coming to the class
2. Shall participate in discussions
3. Shall be regular in the class (75% attendance)
4. Shall complete all the assignments in time
5. Shall work in team
6. Shall undertake field and real time projects
7. Shall be punctual in class
8. Classroom doors shall be closed after 5 min. of the start of the class.

L. Faculty Details and meeting timings:

Mr. Rakesh Seth

Contact Hours: Friday, Saturday

Email:hrr_net@yahoo.com



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Managerial Economics| MB 6102 | 3 Credits | 3 0 0 3

Session: Aug. 19– Oct 19 | Faculty: Dr C.Anirvinna Class: MBA I Trimester

A. Course Perspective:

This course will enable the students to understand the need for economics for managers at the firm level or plant level. They understand the how demand and supply will apply to real life situation How a consumer can maximize his/her satisfaction. How a firm can produce the given output at low average cost of production. How firms operate different in sets of markets

Thus basic economics principles and theories are applied to real life situation with simple equations and logic

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

PO 1. Apply appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyze and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO1: Design optimal combinations for use of scarce resources with the marginal cost – benefit

CLO2: Evaluate economic behavior, response to incentives, utility, satisfying and maximizing traits in consumers.

CLO3: Demonstrate the use of micro concepts like elasticity and opportunity cost in strategic planning.

CLO4: Learn the optimization functions for both consumer and producer equilibrium.

CLO5: Understand and appreciate the production dynamics – including cost, revenue and profit considerations for employability and entrepreneurship

CLO6: Evaluate and compare the various types of market structures and use them when planning price policy in industry

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1	Mid-term test	CO1, CO2, CO3 CO4 CO5	Written exam	20%	Week 8
2	Class participation	CO1 CO2 CO3 , CO4, CO5 CO6	Individual activity	10%	Week 11
3	Quizzes	CO1 CO2 CO3 , CO4, CO5 CO6	Multiple choice	20%	Week 4 & 10
4	Project	CO1 CO2 CO3 , CO4, CO5 CO6	Industry based	10%	Week 9
5	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5 CO6	Written exam	40%	Week 20

Assessment Task 1: Mid-term test

1. Concept and application based
2. How a well a student applies the concept
3. Task Assessor: Internal Faculty
4. Feedback and return of work: after 10 working days' feedback will be given to students

Assessment Task 2: Class Participation

1. The student needs to prepare the given topic/case
2. Should raise the hand if a student knows the answer
3. A student should continue to participate **till the completion of the course**
4. A student is allowed to take feedback at regular intervals **about his /her performance**

Assessment Task 3 : Quizzes

1. Up to syllabus covered
2. It is on line quiz

Assessment Task 4: Project

1. It is a group project
2. Take the most happening industry
3. Analyze the market in respect micro and macro-economic variables

Assessment Task 5: End Term Final Examination

1. Concept and application based
2. How a well a student applies the concept
3. Task Assessor: Internal Faculty
4. Feedback and return of work: after 10 working days' feedback will be given to students

Alignment of COs & POs

(ii)Alignment of Assessment tools to COs**(c) Evaluation Tools**

Course Outcomes	Quiz	Mid Term	End Term Exam	Class Participation	Project
CO 2102.1	✓	✓	✓	✓	✓
CO 2102.2	✓		✓	✓	✓
CO 2102.3	✓		✓	✓	✓
CO 2102.4	✓	✓	✓	✓	✓
CO 2102.5	✓	✓	✓	✓	✓
CO 2102.6	✓	✓	✓	✓	✓

(d) C O articulation Matrix

Programme outcomes	CO 2102.1	CO 2102.2	CO 2102.3	CO 2102.4	CO 2102.5	CO 2102.6
PO 1	3	3	3		3	3
PO 2	3		3		3	3
PO 3	3		2		3	2
PO 4			2		3	3
PO 5	3	3	3		3	3
PO 6	2		3		3	3
PO 7	3		3		3	3
PO 8	2		2		3	3
PO 9						
PO10					3	3
PO11						
PO12						

Note: 3= The strength of co-relation between PO & CO is High; 2= The strength of Co-relation between CO & PO is Medium and 1= The strength of correlation is

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

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F.Course outline

Introduction to managerial economics, supply and demand analysis and application, consumer equilibrium using utility analysis and indifference curve analysis, price of elasticity demand and types its application, production functions, costs and revenues and markets

G.Session Plan

S.No	Contents	Reference Books	Pedagogy	Session Learning Outcomes	CLOs	PLOs

				(Bloom's Learning Level)		
L1	Need for managerial economics , economic systems	1	Discussion	Scarcity, alternative uses and opportunity cost in decision making	CLO1	P05
L2	Law of demand, determinants and reasons for negative slope, movement and shift in demand curve.	2	Study of economic behaviour	Fixing up of price using demand and supply	CLO3	P05
L3	Exceptions to law of demand		Study of economic behaviour	Demand and supply		
L4	Law of supply, Equilibrium between demand and supply, changes in equilibrium	1	Study of economic behaviour	Apply demand and supply analysis to real life situation	CLO3	P05
L5	application of demand and supply analysis	1	Housing Case	Real life situations how demand and supply operate		
L6	Price elasticity of demand, degrees	3	Mobile Telephony in India: Would Cheaper Rates Bring More Profits	Role of different types of elasticity in real life of situation	CL03	P05
L7	Measurement of price elasticity of demand	3		Gives an idea how elasticity spreads among various goods/ services	CLO3	P05
L8	Types of elasticity of demand			Income. Cross, promotion elasticity of dmenad		
L9	Consumer behaviour cardinal approach	2	Economic analysis of	Measuring of satisfaction of a consumer	CLO2 & CLO4	PLO1

			decision making	using cardinal approach		
L10	Consumer behaviour ordinal approach	1		Measuring of satisfaction of a consumer using ordinal approach	CLO2& CLO4	PL01
L11	Application of ordinal utility analysis		Economic Analysis of decision making	How it applies to welfare and subsidy		
L12	Production function, short run and long run production	3	Mittal Steel consolidating US operations	Differentiate between short and long run production function of a firm	CLO5	PLO7
L13	Economies of scale and scope	2		Scale and scope for a firm in running a business	CLO5	PLO7
L14	Cost function, types of costs,	3		Determining cost of a product in short and long run	CLO5	PLO7
L15	Short run costs	3		Identifying various short run costs	CLO5	
L16	Long run costs	3		Identifying various long run costs	CLO5	
L17	Revenues, costs and break even analysis	2		Identifying the revenue and deciding breakeven point in production	CLO5	PLO7
L18	Markets – Perfect Competition, features, price determination,	2		An ideal market situation	CLO6	PLO7
L19	Equilibrium under the short and long run	3		How a firm achieves equilibrium under ideal market situation ?	CLO6	PLO1
L20	Monopoly, features, short and long run	3		How a single firm arrives at equilibrium?	CLO6	PLO7

	equilibrium, price discrimination					
L21	Monopolistic Competition, short and	3		How several firms producing differentiated products achieve short and long run equilibrium	CLO6	PLO7
L22	long run equilibrium, excess capacity	3		How does a seller reach long run equilibrium and excess capacity	CLO6	
L23	Oligopoly, features	2		How a firm operates in highly competitive market environment?	CLO6	PLO7
L24	Kinked demand curve	3	The Price war Netflix vs Blockbuster	What happens if there are only two firms in the market	CLO6	PLO7
L25	Non –collusive models	2			CLO6	
L26	Non -Collusive models				CLO6	
L27	Collusive models					
L28	Collusive models					
L29	Game theory					
L30	Game theory					

Bloom's Taxonomy ; Level of Learning : L1 = Remember & understand

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

I.Books:

- 1 Dominique Salvatore, Managerial Economics in a Globalised Economy, New York, Mc Graw Hill, 2008.
- 2 Mankiw N.Gregory, Principles of Micro economics, New Delhi Thomson,2007, 4th Edition

- 3 Truett and Truett, “Managerial Economics – Analysis, problems and cases” ,New Delhi, Wiley edition,2007, 8th Edition

J.Research Paper/ Additional Readings

1. Alan Glanville ,Economics from a global perspective, Alan Glanville, United Kingdom 1998
2. Henry Hazlitt, Economics In One Lesson, Three Rivers Press, New York 1979
3. Amos Witztum, Economics An Analytical Introduction, Oxford University Press, New York 2009
4. Matt McGee, Economics In Terms Of The Good, The Bad And The Economist, IBID Press Victoria 2004

K.Expectations from Students:

9. Shall read the topics in advance before coming to the class
10. Shall participate in discussions
11. Shall be regular in the class (75% attendance)
12. Shall complete all the assignments in time
13. Shall work in team
14. Shall undertake field and real time projects
15. Shall be punctual in class
16. Classroom doors shall be closed after 5 min. of the start of the class.

L.Faculty Details and meeting timings:

Dr C.Anirvinna

Contact Hours: Monday to Saturday 4-5 pm

Email: chivkula.anirvinna@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Accounting for Managers | MB 6103 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Mr. Rahul Sharma | Class: I Trimester

- A. Introduction:** Accountancy has always been a base of decision making in various decisions, it has always provided the information and inputs for the managerial decision making. This course will help students in developing the understanding of the students related to basic concepts of accounting and their applications. It will also enable participants to develop an understanding towards the application of the conceptual knowledge. This course will also develop the analytical skills of students where they will learn to analyse the financial statements of the company.
- B. Course Outcomes:** At the end of the course, students will be able to,
- [MB 2103.1]. Develop an understanding towards accounting, its concepts, conventions & use of accounting.
 - [MB 2103.2]. Student will be able to prepare the complete set of financial statements (Balance sheet, Income statement & Cash flow statement) & demonstrate an application of relevant AS / IndAS to specific context.
 - [MB 2103.3]. Analyze the financial statements of a company using different tools & techniques & hence develop employability.
 - [MB 2103.4]. Apply the concept of inventory valuation & depreciation and analyze the impact of different inventory valuations technique & depreciation methods on financial statements and profits of the organization.
 - [MB 2103.5]. Analyze and understand the different window dressing techniques and importance of ethics in accounting process.

A. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO.1] Apply appropriate technical tools in a managerial context.
- [PO.2] Articulate business context in terms of functional aspects.
- [PO.3] Describe inter linkages among functional areas of an enterprise.
- [PO.4] Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO.5] Articulate various concepts in management and demonstrate their application in specific business context.
- [PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO.10] Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

[PSO.1] N/A

[PSO.2] N/A

[PSO.3] N/A

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Class Participation	10
	In class Quizzes and Assignments , Activity feedbacks (Accumulated and Averaged)	50
	End Term Exam (Open/Close Book)	40
End Term Exam (Summative)	Total	100
	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Attendance (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Make up Assignments (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	
Homework/ Home Assignment/ Activity Assignment (Formative)		

E. Syllabus:

Introduction: Meaning, Objectives and Uses of Accounting, Advantages and Limitations of Accounting, Concepts and Conventions of Accounting, Basic Accounting Terminology, Double Entry System of Accounting, Accounting Equation, Accrual and Cash Basis of Accounting, Accounting Standards, Accounting Policies, (GAAP and US GAAP), Accounting Terminologies, Accounting Standards.

Preparation of Accounting Books and Financial Statements: Accounting Concepts and Conventions, Journal, Books of Accounting, Ledger, Preparation of Trial Balance, Income Statement and Balance Sheet, Presentation of Financial Statements, Financial Statements of Companies, Annual Reports of Companies, Limitations of Financial Statements, Single and double entry book system

Financial Statement Analysis-I: Financial Ratio Analysis: Objectives of Financial Statement Analysis, Techniques and Tools of Financial Statement Analysis – Ratio Analysis – Profitability Ratios, Activity Ratios, Liquidity Ratios, Solvency Ratios, Measure of Degree of Indebtedness, Measure of ability to Service Debts, Profile of Profitability of Firms : Du Pont Analysis

Financial Statement Analysis-II: Statements of Changes in Financial Position: Funds Flow Statement (FFS) with Schedule of Changes in Working Capital and Funds from Operations; Cash Flow Statement (CFS) – Importance and Relevance of CFS, Direct and Indirect Method of preparing CFS

Financial Statement Analysis-III: Trend analysis, Common Size analysis, Quality of financial reporting, Quality of earnings analysis, Balance sheet under Companies Act vs. Balance sheet under Income Tax Act

Inventory Valuation: LIFO, FIFO, Average and Weighted Average Method of Inventory Valuation and Preparation of Stores Ledger

Depreciation Accounting: Causes for Depreciation, Need for Depreciation, Methods of Depreciation: Straight line method, Written Down Value Method and Annuity Method, Year to Year digit method, ICAI Guidelines on Depreciation

Window Dressing in Financial Statements: Meanings, Benefits and Techniques in window dressing, Ethics in Accounting

F. Text Books:

T1 - Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (13th Edition), Tata McGraw-Hill Companies

G. References:

C 1. Financial Accounting – A Managerial Perspective by R. Narayanaswamy (6th Edition), PHI Learning

C 2. Indian Accounting Standards (Ind AS) & IFRSs for Finance Executives by T.P Ghosh (2nd Edition), Taxmann Publications Pvt Ltd

C 3. Charles T. Horngren , Srikant M. Datar and Madhav V. Rajan (2011), *Cost Accounting – A Managerial Emphasis (15th edition)*, Pearson

H. Lecture Plan:

Session No.	Topics	Session Outcomes (Bloom's Learning Level)	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1.	Introduction to accounting, users of accounting, types of organizations, difference between stakeholders & shareholders.	L1	Discussion examples & Q – A	MB 2103.1	Quiz, CP & Class Assessment
2.	Introduction to different accounting concepts and principles.	L1	Discussion examples & Q – A	MB 2103.1	Quiz, CP & Class Assessment
3	Introduction to Balance Sheet	L1	Case – Maynard Company A	MB 2103.1	Quiz, CP & Class Assessment
4	Class exercise on Balance sheet	L2	Case - Baron Coburg	MB 2103.1 MB 2103.2	Quiz, CP, Class Assessment & End Term
5	Introduction to income statement	L1	Case – Baron Coburg	MB 2103.1	Quiz, CP & Class Assessment
6	Preparation of financial statements	L2	Case – Maynard Company B [Case 3 -1]	MB 2103.2	Quiz, CP, Class Assessment & End Term
7	Preparation of financial statements	L2	Case – Pinetree Motel [Case 3 – 4]	MB 2103.2	Quiz, CP, Class Assessment & End Term
8	Statement of Cash Flows – Direct & Indirect Method	L1	Case Study, Class Room Discussion, Live Projects	MB 2103.1 MB 2103.2 MB 2103.3	Quiz, CP, Class Assessment & End Term
9	Statement of Cash Flows – Direct & Indirect Method	L2	Case - Chemlite Inc (B) [HBS: 9-195-130]	MB 2103.1 MB 2103.2	Quiz, CP, Class Assessment & End Term
10	Review – Statement of Cash Flows	L3	Case Study, Class Room Discussion, Live Projects	MB 2103.3	Quiz, CP, Class Assessment & End Term
11 – 12	Comprehensive case on Revenue Recognition	L3	Joan Holtz (A) [Case 5-3]	MB 2103.1 MB 2103.2	Quiz, CP, Class Assessment & End Term

13	Revenue Recognition – Delivery, Collection & Production Methods of Revenue recognition	L1,L2	Grennel Farm [Case 5-2]	MB 2103.1 MB 2103.2	Quiz, CP, Class Assessment & End Term
14	Fixed Assets – Asset v/s Expense; Depreciation	L1	Case - Stafford Press [Case 7-3]	MB 2103.1	Quiz, CP & Class Assessment
15	Comprehensive case on Property, Plant and Equipment (PPE); Finance Lease	L2, L3	Case - Joan Holtz (C) [Case 7-2]	MB 2103.2 MB 2103.4	Quiz, CP, Class Assessment & End Term
16	Inventory Costing methods – FIFO, LIFO, Weighted Average; Concept of LIFO Reserve	L1,L2,L3	Lewis Corporation [Case 6-2]	MB 2103.2 MB 2103.4	Quiz, CP, Class Assessment & End Term
17	Comprehensive case on Inventory Valuation & COGS	L3,L4	Joan Holtz (B) [Case 6-4]	MB 2103.4	Quiz, CP, Class Assessment & End Term
18	Analysis of Financial Statements using Ratios HBR Article – Ratio Analysis	L4	Case Study, Class Room Discussion, Live Projects	MB 2103.3	Quiz, CP, Class Assessment & End Term
19	Analyzing Inter-industry differences using ratio analysis	L4	Case Study, Class Room Discussion, Live Projects	MB 2103.3	Quiz, CP, Class Assessment & End Term
20	Preparing Projected Financial Statements using Ratio Analysis	L5	Tire City, Inc [HBS:9-9-297-091]	MB 2103.2	Quiz, CP, Class Assessment & End Term
21	Analyzing Financial Statements	L3,L4	Case Study, Class Room Discussion, Live Projects	MB 2103.3	Quiz, CP, Class Assessment & End Term

22	Analyzing Financial Statements	L3,L4	Case Study, Class Room Discussion, Live Projects	MB 2103.3	Quiz, CP, Class Assessment & End Term
23	Window Dressing & Earning Analysis	L4	Case – Peyton Enterprises [HBS:W16133-PDF-ENG]	MB 2103.5	Quiz, CP, Class Assessment & End Term
24	Window Dressing & Earning Analysis	L4	Case – Screen Microtech Inc.- [HBS:W16133-PDF-ENG]	MB 2103.5	Quiz, CP, Class Assessment & End Term
25	Review		Discussion		

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2103.1]	Develop an understanding towards accounting, its concepts, conventions & use of accounting.		1	2												
[MB 2103.2]	Student will be able to prepare the complete set of financial statements (Balance sheet, Income statement & Cash flow statement) & demonstrate an application of relevant AS / IndAS to specific context.												1			
[MB 2103.3]	Analyze the financial statements of a company using different tools & techniques & hence develop employability.	3			3		2				3		2			

[MB 2103.4]	Apply the concept of inventory valuation & depreciation and analyze the impact of different inventory valuations technique & depreciation methods on financial statements and profits of the organization.					2	2										
[MB 2103.5]	Analyze and understand the different window dressing techniques and importance of ethics in accounting process.				3	2	2			3			2				

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Business Analysis & Decision Making | MB 6104 | 3 Credits | 2 0 2 3

Session: Aug 19 – Oct 19 | Faculty: Dr. Umesh Solanki | Class: I Trimester

B. Introduction: The Statistics is important to understand a particular phenomenon in a better way or to do the statistical enquiry about a particular event or to do the research and conclude the statistical inferences about the population through the study of the sample. Statistics describes the various tools and techniques that can be used to do the research and to find out the solution of the problems. Not only in India, but also in the whole world for the new inventions and innovations and hence, for further growth of the business and economy, statistics is very important. Similarly, Programming techniques are very important to solve out the business problems.

Therefore, it has been an important subject for management students to learn and understand their concepts and the implications of spreadsheet, i.e., how the spreadsheet can be utilized in the best way to get the desired output of the problems. Persons from any specialization, i.e., either from finance, marketing, HR, operations, logistics, international business, are required to have the knowledge of these tools and techniques and their functioning on spreadsheet and other required software, e.g., Minitab, SPSS, etc., to get the desired results quickly and hence, to save the time.

Therefore, this course is of vital importance to the managers that will enable them to understand and apply the basic concept of statistics & operations research, while working in the corporates. This will improve their efficacy in dealing with various situations and in taking decisions. This course will also open an insight of the students to have a better understanding and outlook of different events and their relationships and hence, they would be more efficient in business analysis and decision making to secure maximum profit for their enterprises.

C. Course Outcomes: On completion of this course the students will be able to:

- [2104.1]. Understand the Statistics and the rationale underlying their uses, especially in the real business world / Data & their Presentation / Measures of their Characteristics by using different software as well.
- [2104.2]. Apply relevant sampling techniques / statistical inference techniques / probability to business data to draw the fitting conclusions in a managerial context, by using different software as well to get the spreadsheet skills.
- [2104.3]. Analyse & interpret the regression model and time series developed for predicting performance of an enterprise, by using different software as well to get analytical skills.
- [2104.4]. Take sound decisions under different situations / critically analyse complex business issues or situations to enhance the chances of entrepreneurship.
- [2104.5]. Demonstrate the application of statistical models for problems faced by the enterprise and take decisions, especially in the real business world, by using different software as well to increase the employability.

D. Program Outcomes and Program Specific Outcomes

- [PO 1]. Apply appropriate technical tools in a managerial context.
- [PO 2]. Articulate business context in terms of functional aspects.
- [PO 3]. Describe inter linkages among functional areas of an enterprise.
- [PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.

- [PO 5].** Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6].** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7].** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8].** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9].** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO 10].** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO 11].** Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO 12].** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks	Session No.
Internal Assessment (Formative)	Mid-Term Exam (Closed Book)	20	Mid of Trimester
	Quiz-1	05	#8
	Quiz-2	05	#20
Questions & Class Participation (Formative)	Questions & Class Participation	10	All sessions
Term Project (Summative)	Project work	10	#1-23;
	Viva-voce	10	Submission: #23
End Term Exam (Summative)	End-Term Exam (Open/Closed Book)	40	End of Trimester
	Total	100	
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		

E. Course Outline:

Introduction to Data and their Characteristics: Data Description; Describing categorical and numerical data, data representation and their measures – frequency distribution, graphs, histogram, boxplot, mean, mode, median, Variability – quartile deviation, variance, standard deviation, coefficient of variation, Measures of association - correlation, scatter diagrams

Sampling & Statistical Inferences: Sampling and Estimation; Generating random samples, The normal distribution, The central limit theorem, Confidence intervals for estimating population mean, population proportion; Hypothesis Testing; Hypothesis tests for single population mean, proportion, using P-values, Hypothesis test comparing two population means, proportions, t and F

Probability: Introduction to probability; Joint, Conditional and marginal probabilities, Bayes' theorem, Discrete distributions – Binomial, Poisson, Continuous distributions – Uniform, Normal, Exponential

Data Analysis & Decision Making: ANOVA – One way and two way analysis, Chi-Square test – χ^2 Goodness-of-fit test, Decision making under uncertainty & risk: Expected monetary value, Expected value of perfect information, Bayesian analysis, Decision trees

Regression & Time Series Analysis: Estimation and interpretation of simple and multiple regression models, components of time series and quantitative methods of Forecasting.

F. Text & Reference Books:

Text Books:

- T1. Levine, Stephan, Szabat, Statistics for Managers, 7th Edition, 2014, Prentice Hall of India
 T2. Levin R.I., Rubin D.S., Siddiqui M.H. & Rastogi S., Statistics for Management, 8th Edition, 2017, Pearson

Reference Books:

- R1. Whigham David, Business Data Analysis using Excel, Edition, 2014, Oxford University Press
 R2. Anderson D.R., Sweeney D.J., Williams T.A. et al., Statistics for Business and Economics, 12th Edition, 2016, Cengage Learning
 R3. Khandelwal R.S., Gupta B.L., Agrawal S.C. et al., Quantitative Analysis for Management, 2nd Edition, 2007, Ajmera Book Depot
 R4. Mohanty Pitabas, Spreadsheet Skills for Finance Professionals, Edition, 2016, Taxmann Publications
 R5. Bajpai Naval, Business Statistics, 2nd Edition, 2014, Pearson

G. Lecture Plan:

S.No	Contents	Book Chapter/ Reading	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	CO	PO	Mode of Assessing Outcome
1	Introduction to Data and their Characteristics: Data Description; Describing categorical and numerical data, data representation and their measures – frequency distribution,	T1 Page No. 18–22, 106, 111, R5 Page No. 4-6, 66, 120, 121	Lecture and Discussion with examples	The students will be able to 1. Understand Data & its types. 2. Learn about data representation and their measures – frequency distribution. (L1)	CO1	PO1	Quiz Mid Term Q & CP
2	graphs, histogram, boxplot,	T1 Page No. 55-67, 128, 129	Lecture and Working on Spreadsheet with examples	The students will be able to represent the data graphically with the help of Spreadsheet. (L1 & L2)	CO1	PO1	Quiz Mid Term Q & CP Term Project
3	mean, mode, median,	T2 Page No. 74-111	Numerical and Working on Spreadsheet	The students will be able to calculate the value of various measures of central tendency and	CO1	PO1	Quiz Mid Term Q & CP Term Project

			with examples	suggest the solutions of the problems or numerical. (L2)			
4	Variability – quartile deviation,	T2 Page No. 111-112, 124-130, T1 Page No. 111-116	Discussion, Numerical and Working on Spreadsheet with examples	The students will be able to understand variability or dispersion and calculate quartile deviation & will be able to suggest the solutions of the problems or numerical. (L2 & L3)	CO1	PO1 PO2	Quiz Mid Term Q & CP Term Project
5	variance, standard deviation, coefficient of variation,	T2 Page No. 111-137 T1 Page No. 111-116	Discussion, Numerical and Working on Spreadsheet with examples	The students will be able to calculate the value of various measures of dispersion and suggest the solutions of the problems or numerical. (L2 & L3)	CO1	PO1 PO2	Quiz Mid Term Q & CP Term Project
6	Measures of association - correlation, scatter diagrams,	T1 Page No. 137–141, R5 Page No. 142-145	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The students will be able to find out the degree of relationship between variables and show this relationship graphically and suggest the solutions of the numerical. (L1, L2 & L3)	CO1	PO1 PO2	Quiz Mid Term Q & CP Term Project
7	Sampling & Statistical Inferences: Sampling and Estimation, Generating random samples,	T2 Page No. 268–282, R5 Page No. 260-269	Lecture, Discussion, Questions & usage of Statistical Tools with examples	The students will be aware about the different types of sampling techniques and would be able to generate samples (L2)	CO1 CO2	PO1 PO5	Quiz Mid Term Q & CP
8	1 st Quiz,	T1, T2, R3, R5	MCQs, Fill in the blanks, usage of Statistical Tools and	The students will be able to apply the statistical tools studied till now and analyse them and	CO1 CO2	PO1	Quiz

			very short numerical	suggest the solutions of the problems or numerical. (L2 & L3)			
9	The normal distribution, The central limit theorem, Confidence intervals for estimating population mean, population proportion,	T1 Page No. 256, 257, 270-284, T2 Page No. 238-249, R5 Page No. 230-237, 290, 295	Lecture, Discussion and Numerical with examples	The students will be aware about the normal distribution and understand the central limit theorem, confidence intervals and their uses & implications and suggest the solutions of the numerical. (L1, L2 & L3)	CO2	PO1 PO5	Quiz Mid Term Q & CP Term Project
10	Hypothesis Testing; Hypothesis tests for single population mean, proportion,	R5 Page No. 310-328, T2 Page No. 366-403	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & Analysis of decision wt. examples	The students will be able to test the hypothesis for single means and proportions and suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project
11	Using P-values, Hypothesis test comparing two population means, proportions;	R5 Page No. 344-367, T2 Page No. 411-455	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & DM with examples	The students will be able to: 1. Know the uses of P-values. 2. Test hypothesis when comparing two means and proportions and suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project
12	t and F,	R5 Page No. 348-383, T2 Page No. 420-438	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & DM	The students will be able to understand the difference between t and F tests and suggest the solutions of the problems or numerical.	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project

			with examples	(L1, L2, L3 & L4)			
13	Probability: Introduction to probability; Joint, Conditional and marginal probabilities,	R5 Page No. 164-188	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The students will be able to understand the probability and its uses. They would be able to apply & evaluate joint, conditional and marginal probabilities and suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP
14	Joint, Conditional and marginal probabilities, Bayes' theorem,	R5 Page No. 172-188	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools with examples	The students will be able to understand, apply & evaluate joint, conditional, marginal probabilities and Bayes' theorem and suggest the solutions of the problems or numerical based on these. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP
15	Discrete distributions – Binomial, Poisson,	R5 Page No. 194-210	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & Analysis of decision with examples	The students will understand the discrete distribution and its various types and would be able to suggest the solutions of the problems or numerical based on discrete distributions. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP
16	Continuous distributions – Uniform, Normal, Exponential,	R5 Page No. 226-253	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & Analysis of	The students will understand the continuous distribution and its various types and would be able to suggest the solutions of the problems or numerical based on	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project

			decision with examples	continuous distributions. (L1, L2, L3 & L4)			
17	Data Analysis & Decision Making: ANOVA – One way and two way analysis,	R5 Page No. 738, 739, 392-428	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & Analysis of decision with examples	The students will understand data analysis & decision making and AVOVA and be able to use and apply one way and two way ANOVA for analysis to suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project
18	Chi-Square test – χ^2 Goodness-of-fit test,	R5 Page No. 438-442	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & Analysis of decision with examples	The students will understand and use Chi-Square test and be able to apply χ^2 Goodness-of-fit test to suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP
19	Decision making under uncertainty & risk,	R5 Page No. 738-748	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & DM with examples	The students will be able to take the decision under uncertainty and risk by evaluating and analyzing the situations of decision making and suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO4 CO5	PO5 PO6 PO9 PO10 PO12	Quiz End Term Q & CP Term Project
20	2 nd Quiz / Questions,	T1, T2, R3, R5, R2	MCQs, Fill in the blanks and very short numerical / Questions, Discussion & usage of Spreadsheet tools &	The students will be able to apply different techniques, evaluate different situations & risk & hence, to analyse different matters / projects & suggest the solutions of	CO1 CO2 CO3 CO4	PO1 PO2 PO3 PO4 PO6 PO10 PO12	Quiz / Q & CP

			Analysis of decision & DM with examples	problems or numerical. (L1, L2, L3 & L4)			
21	Expected monetary value, Expected value of perfect information, Bayesian analysis,	R5 Page No. 744-752	Lecture, Discussion, Numerical, Working on Spreadsheet & Analysis of decision & DM with examples	The students will be able to calculate and use EMV criterion and EVPI for DM to suggest the solutions of the problems or numerical and do the Bayesian analysis. (L1, L2, L3 & L4)	CO4 CO5	PO4 PO5 PO6 PO9 PO10 PO12	End Term Q & CP Term Project
22	Decision trees,	R5 Page No. 753-755	Lecture, Discussion, Numerical, Working on Spreadsheet & Analysis of decision & DM with examples	The students will be able to draw the decision tree, analyse the situations & take the decision to suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO4 CO5	PO5 PO6 PO9 PO10 PO12	End Term Q & CP Term Project
23	Regression & Time Series Analysis: Estimation and interpretation of simple and multiple regression models,	T2 Page No. 596-645, 664-678, T1 Page No. 472-488, R5 Page No. 462-566, 574	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Spreadsheet tools & DM with examples	The students will be able to understand regression and time series and find out the functional relationship b/w the two variables & more than two variables and analyse them and suggest the solutions of the numerical. (L1, L2 & L3)	CO1 CO3 CO5	PO1 PO2 PO3 PO4 PO5 PO6 PO10 PO12	End Term Q & CP Term Project
24	Components of time series and quantitative methods of Forecasting.	R5 Page No. 574-619	Lecture, Discussion, Numerical, Working on Spreadsheet & Analysis of decision with examples	The students will understand different trends of time series and will be able to use different quantitative methods to forecast the trends and their implications. (L1, L2, L3 & L4)	CO3 CO5	PO3 PO4 PO5 PO6 PO10 PO12	End Term Q & CP

Bloom's Taxonomy; Level of Learning: L1 = Remember & understand
 L2 = apply
 L3 = Analysis and synthesis
 L4 = Evaluate
 L5 = Create

H. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

Programme outcomes	CO2104.1	CO2104.2	CO 2104.3	CO 2104.4	CO 2104.5
PO 1	3	3			
PO 2	3				
PO 3			3		
PO 4			2	3	
PO 5		2	3		2
PO 6		3		3	3
PO 7					
PO 8					
PO 9				3	
PO10				3	3
PO11					
PO12				3	3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

I. Mapping of Course Outcomes with Evaluation Components:

Course Outcomes	Quizzes	Questions & Class Participation	Ind. Term Project	Mid-Term Exam	Viva-voce or Presentation	End-Term Exam
CO 2104.1	✓	✓	✓	✓	✓	✓
CO 2104.2	✓	✓	✓	✓	✓	✓
CO 2104.3	✓	✓	✓		✓	✓
CO 2104.4	✓	✓	✓			✓
CO 2104.5			✓			✓

J. Term Project Guidelines:

- Each student must identify the companies.
- All students should ideally identify companies in the different industries.
- For the data of different companies identified, suitable statistical tools & techniques should be used to analyse the data and to take decisions or getting inferences about the population with the help of Spreadsheet functions and formulae and to prepare the models.
- Each student should submit a report on the analysis of data and decision taken through these analysis with the help of Spreadsheet functions and formulae and preparation of these models with the adequate procedure followed for the same.

K. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions
- Will be regular in the class and bring their laptops
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

L. Attendance.

- A student with less than the minimum required attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) grade. For details refer to the University Rules.

M. Faculty Details and meeting timings:

Faculty: Dr. Umesh Solanki, Associate Professor, TSB

Contact Hours: Tuesday, Wednesday & Friday 16:30 Hrs to 17:30

Email: umesh.solanki@jaipur.manipal.edu



Marketing Management I
Dr
MB6105, Term I of 2019-20 Batch

INTRODUCTION

According to Peter Drucker, *Marketing is Business*. Closer home, if we study carefully the business communities in India such as Marwaris, Gujarathis, Jains, Shettys, Chettiars and Ismailis, we learn that their success in business is essentially due to two major factors: (1) customer orientation and (2) valuing money. Marketing Management is a course that aims to **introduce** the students to these aspects at a primary level so that, over the two years in MBA, they assimilate and integrate other aspects of management effectively to carry out business successfully. ***This is an introductory course.***

E. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO 1]. Apply appropriate technical tools in a managerial context.
- [PO 2]. Articulate business context in terms of functional aspects.
- [PO 3]. Describe inter linkages among functional areas of an enterprise.
- [PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO 10]. Demonstrate the ability to envision the possible negative impact of corporate decision and suggest the correct decision(s) in the context.

[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.

[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

ENVISAGED LEARNING OUTCOMES

At the end of this course, students will be able to:

- CO 1. Identify the Marketing Problem faced by an organization and describe it in terms of specific concepts in Marketing and identify gaps for budding entrepreneurs.
- CO 2. Carry out environmental analysis and relate its implications to the organization's business
- CO 3. Perform SWOT Analysis and arrive at Strategic Focus Areas to develop requisite skills for marketing managers.
- CO 4. Prepare Marketing Solutions through Marketing Mix to achieve a Strategic goal

TEXT BOOK

For the purpose of classroom relevance, the textbook referred to is

MARKETING: AN INTRODUCTION by Gary **Armstrong**, Philip **Kotler** and Marc Oliver **Opresnik**, 13/e, 2017, Pearson (refer last column of the Session-Plan in this course-outline)

In addition, students are encouraged to read the respective chapters either before or after the class sessions of the following books for augmenting their knowledge.

- MARKETING by Paul Baines, Chris Fill, Kelly Page & Piyush Sinha, 2013, OUP
- MARKETING by Dhruv Grewal & Michael Levy, 5/e, 2017, McGraw-Hill
- MARKETING MANAGEMENT by S. Namakumari & V.S. Ramaswamy, 5/e, Macmillan

SESSION PLAN

S.#	Session Title	Pedagogical Method	Coverage	Corresponding CO	Reading(s)
1-6	Marketing Concept	Marketing Analysis Simulation -	<ul style="list-style-type: none"> Quick overview of Marketing Management Process 	CO1	Ch.1 of A-K-O
7-8	Consumer Behaviour	Case Discussion	<ul style="list-style-type: none"> Consumer Decision Process Buyer Motivations 	CO2	<ul style="list-style-type: none"> <i>Buying a Vehicle;</i> Ch.5 of A-K-O
9-10	Environmental Scanning	<ul style="list-style-type: none"> Marketing Analysis, Product Analysis, Exercises Presentation by Faculty 	<ul style="list-style-type: none"> Microenvironment Macroenvironment 	CO1	Ch.3 of A-K-O
SPECIAL CLASS (1) : INTERIM REVISION OF COURSE: OPTIONAL					
11-12	Segmentation	Discussions/Presentation by Faculty	Methods of Segmentation & Use in Marketing	CO2	Ch.6 of A-K-O
S.#	Session Title	Pedagogical Method	Coverage		Reading(s)
13-14	Targeting	Discussions/Presentation by Faculty	<ul style="list-style-type: none"> Essentials of Targeting Targeting Process SWOT Analysis Strategic Intent 	CO2	

15-16	Product	Discussions/Presentation by Faculty	<ul style="list-style-type: none"> • Meaning of Product • Product v/s Brand • Product Portfolio • New Product Development Process • Product Life Cycle 	CO2	Ch.7 & 8 of A-K-O
SPECIAL CLASS (2) : INTERIM REVISION OF COURSE: OPTIONAL					
17-20	Price	Discussions/Presentation by Faculty /Marketing Analysis/Product Analysis/Exercises/ Simulation	<ul style="list-style-type: none"> • Importance of Pricing • Pricing & Value • Different Methods of Pricing • Pricing Techniques • Price-Sales-Profit System 	CO3	Ch.9 of A-K-O
21-22	Distribution	Case Discussion Marketing Analysis/Product Analysis/ Simulation	<ul style="list-style-type: none"> • Definition of Distribution • Role of Sales & Distribution in Marketing • Different types of Distribution • Issues in Sales & Distribution 	CO1, CO3,CO4	<ul style="list-style-type: none"> • <i>Take it Eezee</i> • Ch.10 & 11 of A-K-O
23-24	Promotion	Discussions/Presentation by Faculty Marketing Analysis/Product Analysis/Exercises/ Simulation	<ul style="list-style-type: none"> • Communicating Customer Value • Promotion Mix • Integrated Marketing Communication • Advertising • Sales Promotion • Public Relations 	CO3	Ch.12 & 13 of A-K-O
SPECIAL CLASS (3) : INTERIM REVISION OF COURSE: OPTIONAL					
25-30	STP Lab	Marketing Analysis/Product Analysis/Exercises/ Simulation	<ul style="list-style-type: none"> • Environmental Analysis: • Segment Targeting • Deciding Marketing Mix • Measuring Marketing Success 	CO1 CO3	

ATTENDANCE

100% attendance is expected in this course due to the composition of sessions interspersed with simulations, quizzes and exercises. Unauthorized absence from class sessions will result in the student's missing in learning and in deduction of 10 marks per session absented from, from the final marks before grades are assigned. If a student misses three sessions or more, s/he will be given an E-grade without any discussions. This is non-negotiable.

EVALUATION

Continuous evaluation will be practiced both in spirit and in action. The components of evaluation are as follows:

Participation in class discussions	10%	
Quiz	20%	
Project Work	15%	CO 2
Performance in BrandPro Simulation	15%	CO 1, 2, 3, 4
Final Examination	40%	CO 1, 2, 3

IN-CLASS DISCIPLINE

In addition to the rules framed by Manipal University Jaipur, there are certain additional stipulations applicable in terms of discipline in class. They are:

1. Be before time to the class. Once the class has started, you will not be permitted entry. Failure to adhere to this norm will be tantamount to disruption of class session. It will attract disciplinary action including detention in the first year.
2. Do NOT bring mobile phones to the class. If is not practical, then you should deposit your mobile phones, in **off-mode**, in the **drop box** kept in the class. Failure to adhere to this norm will be tantamount to disruption of class session. It will attract disciplinary action including detention in the first year.
3. During discussions, address other students with respect and treat them with dignity.
4. No eatables/drinks will be permitted in the class, except water bottle. Bring your own water bottle and do not pass it around.

5. I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2403.1]			2	1	2	1	3			2		1		NA	NA	NA
[MB 2403.2]		2				2		3				1		NA	NA	NA
MB 2403.3]		2		1		2			3		1			NA	NA	NA
[MB 2403.4]		1				1			3		1		1	NA	NA	NA

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Organizational Behaviour| MB 6106 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Mr Rahul Sharma | Class: I Trimester

A. Introduction: People are the most important resource in organization. People are the only resource which is living and uses its thinking & influences in the organization. The performance of every employee in an organization is affected by three important factors. Individual factors like perception, attitude, personality, emotional intelligence and locus of control have great influence on the individual's psychology at work place. The way one interacts with others in the group and the team with which he works determine one's effectiveness in the organization. The other organizational factors like leadership, motivation, stress, work life balance, conflicts, culture, structure & design and communication moderates the individual's performance.

B. Course Outcomes: At the end of the course, students will be able to :-

[MB 2106.1]: Understand the individual behavioral components, their importance & role in self-development of an individual & contribution to the organization.

[MB 2106.2]: Learn the different dimensions of organization behavior & their importance & role in inculcating an appropriate organization behavior.

[MB 2106.3]: Learn & practice the skills required to work in today's organizations & also gain the understanding of different types of organizational structures & models & hence develop employability skills.

[MB 2106.4]: Develop an understanding of organization change, various factors affecting organization change & new forms of organizations.

c. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO.1] Apply appropriate technical tools in a managerial context.

[PO.2] Articulate business context in terms of functional aspects.

[PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyze and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

[PSO.1] N/A

[PSO.2] N/A

[PSO.3] N/A

D. Assessment Plan:

Criteria	Description	Maximum Marks	Tentative Week Scheduled
Internal Assessment (Summative)	Class Participation	10	Continuous
	Mid Term	20	As per the schedule
	In class Quizzes and Assignments, Activity feedbacks (Accumulated and Averaged)	30	5 th & 8 th Week
	End Term Exam (Open/Close Book)	40	As per the schedule
End Term Exam (Summative)	Total	100	
	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		
Attendance (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.		
Make up Assignments (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.		
Homework/ Home/ Assignment/ Activity Assignment (Formative)			

E. Syllabus:

Introduction to Organization Behavior: Introduction to self, Johari window model; Interpersonal Relations - Transactional analysis; Emotional intelligence; Personality: concepts nature, types and theories of personality

Dimensions of Organization Behavior: Attitude: Concept, Process and Importance; Learning: concepts and theories of learning; Perception: concept nature, processes; Motivation: concept, principles and

theories-content and process; leadership Theories

Organization Dynamics and Environment: Decision Making and Problem Solving; Stress Management
Individual in the group: Group dynamics; Organizational conflict: concepts sources, and types; Individual
in the organization: The Environment and Organization Structure: Models of Environment Construction:
Burus & Stalker, Lawrence & Larch, Duncan's Models organizational power and politics

Organizational Change and Management: Concept of Organization Change, Factors affecting change;
Organizational Development; New forms of Organizations, Organizational Culture

F. Text Books:

T1 - Robbins, Stephen P., Judge, Timothy A. & Vohra Niharika, Organizational Behavior, 18th ed., Pearson, 2019.

G. References:

R1 - Griffin W Ricky, Gregory Moorhead, Organizational Behavior: Managing people &
Organizations, Cengage learning, 11th Edition, 2017

R2 - Moshal BS, Organizational Theory & Behavior, Ane Books Pvt Ltd, 2012

R3 - Newstrom, John W., Organizational Behaviour: Human Behaviour at Work, 12th ed., Tata
McGraw Hill, 2007.

H. Lecture Plan:

Session No.	Topics	Learning Outcomes	Pedagogy	CLO	Mode of Assessing the Outcome
1.	Introduction & discussion of lesson plan.	Introduction	Discussions, examples & Q – A		
2.	Introduction to organizational behaviour	Develop an understanding of organizational behaviour	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
3	Introduction to organizational behaviour – Introduction to self, Johari window model	Learn the importance of knowing self, learn the application of Johari window.	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
4	Introduction to organizational behaviour – Introduction to self, Johari window model	Understand how Johari window can be used for self-analysis & development.	Discussions, Class exercise & Q - A	MB 2106.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
5	Introduction to organizational	Understand the concept, importance & role	Discussions, Class exercise & Q - A	MB 2106.1	Quiz, Class participation, Assignment, Mid-

	behavior – Personality	of personality in an individuals life.			Term & End term exam
6	Introduction to organizational behavior – Personality, Personality theories	Learn the different personality theories which helps in understanding the different types of personalities.	Discussions, Class exercise & Q - A	MB 2106.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
7	Introduction to organizational behaviour – Interpersonal relations	Learn the importance of interpersonal relations & their role in organization behavior.	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment & End term exam
8	Introduction to organizational behaviour - Interpersonal relations, transactional analysis	Understand the concept of interpersonal relations &	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment & End term exam
9	Introduction to organizational behavior – Transactional analysis	Learn the application of transactional analysis	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment & End term exam
10	Introduction to organizational behavior – Emotional intelligence	Understand & learn the concept of emotional intelligence & it's importance in organizational behavior	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment & End term exam
11	Introduction to organizational behavior – Emotional intelligence	Apply the understanding of emotional intelligence in OB environment.	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment & End term exam
12	Dimensions of organization behavior – Attitude, concept & process	Learn what is attitude, its concepts & process.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
13	Dimensions of organization behavior – Attitude process & importance	Understand the process & importance of attitude.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
14	Dimensions of organization behavior – learning	Understand the concept of learning & its importance.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
15	Dimensions of organization behavior – Theories of learning	Learn different theories of learning & their application in	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam

		organizational behavior.			
16	Dimensions of organization behavior – Perception, concept & nature	Learn about various dimensions of organization behavior – Perception, concept & nature.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
17	Dimensions of organization behavior – Perception processes	Develop an understanding about perception process.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
18	Dimensions of organization behavior – Motivation concepts & principles	Develop an understanding towards motivation, its concepts & principles.	Discussions, examples & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
19	Dimensions of organization behavior – Motivation theories, content & process	Understand different motivation theories & their application in organizational context.	Discussions, examples & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
20	Dimensions of organization behavior – Leadership, concepts	Learn about leadership concept & its importance in today's organizational scenario.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
21	Dimensions of organization behavior – Leadership, processes & theories	Understand the leadership process & theories related to leadership.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam
22	Organization dynamics & environment – Decision making & problem solving	Learn the skills of decision making & problem solving.	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation, Assignment & End term exam
23	Organization dynamics & environment – Stress management	Understand what is stress, reasons & ways to cope us stress	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation, Assignment & End term exam
24	Organization dynamics & environment – Organizational, conflict, concept, sources & types	Learn the concept of organizational conflict, its sources, types & ways of resolving conflicts	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation, Assignment & End term exam
25	Organization dynamics &	Understand the different	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation,

[MB 2106.2]	Learn the different dimensions of organization behavior & their importance & role in developing an appropriate organization culture.					3						3				
[MB 2106.3]	Learn & practice the skills required to work in today's organizations & also gain the understanding of different types of organizational structures & models & hence develop employability skills.		2			3	3				2	3	1			
[MB 2106.4]	Develop an understanding of organization change, various factors affecting organization change & new forms of organizations.							3	2							

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce

Course Hand-out

Business Communication I | MB 6107 | 3 Credit | 2023

Session: Aug 19 – Oct 19 | Faculty: Dr Rachna Gangwar | Class: I Trimester

Introduction: This course aims to familiarise the students mainly with the elements of oral communication and a little lesser extent the elements of a written, official communication. The course will confine to English language only.

F. Course Outcomes: At the end of the course, students will be able to,

[MB2201.1]. Write official communication meaningfully and correctly

[MB2201.2]. Plan and prepare a presentation

[MB2201.3]. Deliver a presentation effectively

[MB2201.4]. Develop proficiency in MS office and PowerPoint

G. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO.1] Apply appropriate technical tools in a managerial context.

[PO.2] Articulate business context in terms of functional aspects.

[PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyse and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Individual assignments/presentations	20
	Group assignments/presentations	20
	Conduct/collaborative skills	20

End Term Exam (Summative)	End Term Exam	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E. Syllabus:

Introduction: Introduction to Communication: Class Exercises & Discussions. Introduction to Writing: Class Exercises & Discussions. Elements of Presentation: Class Exercises & Discussions. Presentation: INTRODUCTION: Presentation by Students & Feedback. Presentation: BODY: Presentation by Students & Feedback. Presentation Skills: Presentation by Students & Feedback

F. Text Book:

Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lantz, Neerja Pande, Business Communication, McGraw-Hill (India) Pvt. Ltd, 13/e

G. References:

Meenakshi Raman, Prakash Singh (2012). Business communication, Oxford, 2/e

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1-2	Introduction to Communication	Understanding various elements of communication	Lecture/ Class discussion	MB2201.1	End term
3-4	Introduction to Writing	How to write to the point and clearly	Lecture/ Class discussion/ca selet	MB2201.1	End term
5-6	Elements of presentation	Understand various components of presentation	Class exercises and discussion	MB2201.2 & MB2201.3	Assignment End term
7-8	Presentation: INTRODUCTION	Learn to select the relevant content and prepare outline	Presentation by Students & Feedback	MB2201.2	Assignment
9-10	Presentation: INTRODUCTION	Learn to select the relevant content and prepare outline	Presentation by Students & Feedback	MB2201.2	Assignments End term

11-12	Presentation: INTRODUCTION	Learn to select the relevant content and prepare outline	Presentation by students and feedback	MB2201.2	Assignment
13-14	Presentation: BODY	Learn to organise the presentation content	Presentation by students and feedback	MB2201.2 & MB2201.4	Assignment
15-16	Presentation: BODY	Learn to organise the presentation content	Presentation by students and feedback	MB2201.2 & MB2201.4	Assignment
17-18	Presentation Skills	Learn to deliver the presentation effectively	Presentation by students and feedback	MB2201.3 & MB2201.4	Assignment
19-20	Presentation Skills	Learn to deliver the presentation effectively	Presentation by students and feedback	MB2201.3 & MB2201.4	
21-22	Presentation Skills	Learn to deliver the presentation effectively	Presentation by students and feedback	MB2201.3 & MB2201.4	
23-24	Presentation Skills	Learn to deliver the presentation effectively	Presentation by students and feedback	MB2201.3 & MB2201.4	

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
[MB22 01.1]	Write official communication meaningfully and correctly	1	2	1	1	1	1						
[MB22 01.2]	Plan & prepare and deliver a presentation	1	3	1	1	2							
[MB22 01.3]	Deliver a presentation effectively					1	1	2	1	1	1	1	
[MB22 01.4]	Develop proficiency in MS office and PowerPoint	3				1	1						

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Macro Economic Environment | MB 6201 | 3 Credits | 3 0 0 3

Session: Nov. 19 – Feb 20 | Faculty: Dr C.Anirvinna Class: MBA II Trimester

A.Course Perspective:

The student here will be introduced with the concept of Macroeconomic Policy, Objectives and Instruments of Macroeconomics. Discussing fundamental principles of macroeconomics and how these principles can be applied to managerial decision making will be a primary objective here. The second section of the course focuses on advanced topics in macroeconomic analysis, with a focus on strategic policy option available or formulate for the smooth functioning of the economy.

Thirdly the course focuses on how the external factors and policy issues affect the operation of an economy and how managers need to understand the business dynamics even at firm level so as to operate accordingly in a broad macro environment

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

The course learning outcomes (CLOs) on the completion of the course students will be able to

CLO 1: Learning to evaluate how does the economy function as a whole

CLO2: Understand and appreciate the various policies such as Monetary policy, Fiscal policy etc

CLO3: Evaluate and compare the economies of developing and developed countries in respect of certain key macro economic variables such as inflation, exchange rate, BOT and BOP, Aggregate demand and Aggregate supply. Employment

CLO4: Learn and Demonstrate the use of macroeconomic variables during the various phases of slow down, recession and depression and not to speak of boom

CLO5: Demonstrate the interrelationship among various macro-economic variables

CLO 6: Design policies that help the economy on the growth path

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

Evaluation- Instructor led continuous evaluation

Midterm examination 20%

End term examination 40%

Quizzes 10%

Project 20%

Class participation 10%

ii) Alignment of Assessment tools to COs

(e) Evaluation Tools

Course Outcomes	Quiz	Mid Term	End Term Exam	Class Participation	Presentation	Project
CO 2306.1	✓	✓	✓	✓	✓	✓
CO 2306.2	✓		✓	✓	✓	✓
CO 2306.3	✓		✓	✓	✓	✓
CO 2306.4	✓	✓	✓	✓	✓	✓
CO 2306.5	✓	✓	✓	✓	✓	✓
CO 2306.6	✓	✓	✓	✓	✓	✓

(f) C O articulation Matrix

Programme outcomes	CO 2306.1	CO 2306.2	CO 2306.3	CO 2306.4	CO 2306.5	CO 2306.6
PO 1	3				3	
PO 2		2		3		
PO 3			2	3		
PO 4		2		3		
PO 5		3		2		
PO 6						3
PO 7	3					
PO 8						
PO 9						
PO10						
PO11						
PO12						

Note: 3= The strength of co-relation between PO & CO is High; 2= The strength of Co-relation between CO & PO is Medium and 1= The strength of correlation is

Course outline

- a. Introduction to macroeconomic environment, Money supply, money demand, monetary policy and fiscal policy Inflation and Bop and exchange rate IS and LM model

G.Session Plan

Session	Topics	Reference Books	Pedagogy	Learning Outcomes	Cos	Pos
1	Introduction. Objectives and instruments of Macroeconomics		Stand and deliver	Understanding the subject and why managers require a knowledge of macro economics	CO1 & CO5	P05
2	Measuring national income and accounting		Stand and deliver	Meaning, concepts, measurement, NGDP and Real GDP, WPI and CPI	Co1	P05
3	They of employment	R1	Stand and deliver	Understanding the challenges in reaching employment through classical and Keynes	CO1	P05
4	Consumption function, saving function	R3	Discussion	What determines the consumption of the economy and savings	CO1 & CO5	P05
5	Investment function	R1	Lecture & Discussion.	What determines the investment function of the economy1	CO1 & CO5	P05
6	Multiplier and its types	R1	Discussion	What are the various types of multiplier Simple, investment multiplier, tax multiplier, BBM, transfer multiplier and foreign trade multiplier	CO1 & CO5	P05
7	Multiplier and its types	R1	Lecture & Discussion	continued	CO1	P05
8	Money and Banking		Stand and deliever	Functions of money, what are the various functions of money, concepts of MS , Higher power, money multiplier	CO1 & CO55	P05
9	Money and Banking	R1	Discussion	continued	CO1 & CO5	P05

10	Money and Banking	R1	Stand and deliver	what determines the demand for money in the economy	CO1 & CO5	P05
11	Monetary policy	R1	Discussion	Objectives, instruments and lags in monetary policy	CO4 & CO6	P01 & P02
12	Monetary policy	R1	Discussion	continued	CO4 & CO6	P01 & P02
13	Fiscal policy	R1	Stand and deliver	Objectives and instruments	CO4 & CO6	P01 & P02
14	Fiscal policy	R2	Discussion	continued	CO4 & CO6	P01 & P02
15	Fiscal policy	R1	Exercise and Discussion	Budget and understanding various types of budgets and its implications	CO4 & CO6	P01 & P02
16	Inflation	R1	Discussion	Meaning, types and measurement	CO4 & CO6	P01 & P02
17	Inflation	R2	Discussion	continued		P01 & P02
18	Inflation			Impact of inflation on the various stakeholders.	CO4 & CO6	P01 & P02
19	Inflation	R1	Lecture and Discussion	Theories of inflation	CO4	P01 & P02
20	Inflation	R1	Discussion	Solution to the problem of inflation	CO6	P01 & P02
21	Case Study 2 –		Discussion & Q-A			
22	Trade cycles	R2	Discussion	Meaning, what causes fluctuations in business cycles	CL02	P01 & P02
23	Trade cycles	R1	Lecture and Discussion	How it impacts the economy and solution to the problem	CLO2	P01 & P02
24	IS and LM	R1	Discussion	Understanding the goods market through IS framework in two, three and four sector	CLO3	P01 & P02
25	IS and LM	R1	Lecture and Discussion	Understand the Money market through LM framework in two three and four sector model	CL03	P01 & P02
26	IS and LM		Discussion & Q-A	Simultaneous equilibrium of IS and LM	CLO3	P01 & P02

27	IS and LM	R2	Discussion	Shift and changes in IS and LM model and its impact on aggregate demand	CLO3	P01&P02
28	IS and LM	R2	Discussion	How monetary policy and fiscal policy affecting IS and LM model	CLO5	P01&p02
29	BOP	R2	Lecture and Discussion	Understand the Concepts of BOT, BOP and current account and capital account	CLO3	P01&P02
30	Exchange rate and International trade	R1	Discussion	Understanding fixed and flexible rate, nominal and real exchange rate and international trade	CLO3	P01&P02

Bloom's Taxonomy ; Level of Learning : L1 = Remember & understand

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

H Books:

H Text Books:

1. Mankiw N.Gregory, Principles of Macro economics, Haryana, Thomson , 2007, 4th Edition
2. Dornbusch Rudiger, Fischer Stanley and Startz Richard, Macro economics, New Delhi, TATA Mc Graw Hill , 2005

I.Expectations from Students:

17. Shall read the topics in advance before coming to the class
18. Shall participate in discussions
19. Shall be regular in the class (75% attendance)
20. Shall complete all the assignments in time
21. Shall work in team
22. Shall undertake field and real time projects
23. Shall be punctual in class
24. Classroom doors shall be closed after 5 min. of the start of the class.

L.Faculty Details and meeting timings:

Dr C.Anirvinna

Contact Hours: Monday to Saturday 4-5 pm

Email: chivkula.anirvinna@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Management Accounting | MB 6202 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Mr. Rahul Sharma | Class: II Trimester

H. Introduction: The Management Accounting is important to understand the information needed and their presentation in a better way that can help in decision making. Management Accounting explains the various concepts that can be used to find out the solution of various problems. Not only in India, but also in the whole world for taking the sound decisions and hence, for solving out not only the simple but also the critical business problems, Management Accounting is very important.

Therefore, it has been an important subject for management students to learn and understand their concepts and the implications of spreadsheet, i.e., how the spreadsheet can be utilized in the best way to get the desired output of the information and hence, problems. Persons from any specialization, i.e., either from finance, marketing, HR, operations, logistics, international business, are required to have the knowledge of these concepts and techniques and their functioning on spreadsheet and other required software, e.g., Minitab, etc., to get the desired results quickly and hence, to save the time.

Managers are required to interpret the information and make correct decisions. With the help of management accounting and its tools, managers are required to work with global teams to make decisions. This subject teaches “how to use accounting information to help managers in an organization. Students should learn to use and react to accounting information in a different range of businesses.

Therefore, this course is of vital importance to the managers because it will enable them to understand and apply the basic concept of Management Accounting, while working in the corporates. This will improve their efficacy in dealing with various situations and in taking decisions. This course will also open an insight of the students to have a better understanding and outlook of different events and their relationships and hence, they would be more efficient in business analysis and decision making to secure maximum profit for their enterprises.

I. Course Outcomes: On completion of this course the students will be able to:

- [2104.6]. Understand the Management Accounting, their roles, different types of costs & their implication in business decisions and the information needed by them to fulfil their roles, especially in the real business world / Data & their Presentation / Analysis of that information by using different software as well.
- [2104.7]. Prepare & analyse different product costing systems and demonstrate the uses of these to draw the fitting conclusions in a managerial context / in decision making, by using different software as well.
- [2104.8]. Apply the cost-volume-profit analysis in decision making of single product and multi product situations and analyse the data to take sound decisions under different situations / critically analyse complex business issues or situations which will increase the employability.
- [2104.9]. Apply the cost-volume-profit analysis in decision making of single product and multi product situations and analyse the data to take sound decisions under different situations / critically analyse complex business issues or situations which will increase the employability.
- [2104.10]. Understand and apply the concepts of standard costing & variance analysis for optimizing the organization performance especially in the real business world, and absorption costing & variable costing income statements and analyse the difference between the incomes reported by these two costing methods by using different software as well to get the analytical skills.
- [2104.11]. Make a choice out of different alternative courses of actions available & related to the operations of the organization and take decisions, especially in the real business world, by using different software as well that will increase the analytical skills.

J. Program Outcomes and Program Specific Outcomes

- [PO 1]. Apply appropriate technical tools in a managerial context.
[PO 2]. Articulate business context in terms of functional aspects.
[PO 3]. Describe inter linkages among functional areas of an enterprise.
[PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.
[PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.
[PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
[PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
[PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
[PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
[PO 10]. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.
[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks	Session No.
Internal Assessment (Formative)	Mid-Term Exam (Closed Book)	20	Mid of Trimester
	Quiz-1	05	#9
	Quiz-2	05	#18
Questions & Class Participation (Formative)	Questions & Class Participation	10	All sessions
Term Project (Summative)	Project work	10	#4-22;
	Viva-voce	10	Submission: #22
End Term Exam (Summative)	End-Term Exam (Open/Closed Book)	40	End of Trimester
	Total	100	
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		

E. Course Outline:

Introduction: Comparison of Management Accounting with Financial Accounting and Cost Accounting, Decision making process and Management Accounting, Information needed by Management Accounting, Types of Costs: Direct, Indirect, Prime Cost, Material Cost, Labour Cost & Overhead Cost.

Product Costing Systems: Job Order Costing, Accumulation of costs in job order costing, Illustration of job order costing system; Process Costing, Flow of costs, Process costing vs. job order costing, Concept of equivalent units, Illustration of process costing, Issues in process costing.

Financial Planning and Forecasting: Long Term Financial Planning, Short Term Financial Planning, Financial Forecasting, Steps in Financial Planning. Budgeting and Budgetary Control – Classification of Budgets, Preparation of Fixed and Flexible Budgets, Purchase Budget, Sales Budget, Production Budget, Cash Budget – A Tool of Cash Planning, Master Budget.

Cost-Volume-Profit (CVP) Analysis: Techniques of CVP Analysis, Contribution and Margin Analysis, BEP Analysis, Margin of Safety Application of CVP Analysis in Decision Making, Extension of CVP analysis to Multi-Product Situations, Cost Structures and Profit Sensitivity to Volume Changes.

Absorption Costing and Variable Costing: Absorption costing income statement vs. Variable costing income statement, Reconciling between incomes under absorption costing and variable costing.

Standard Costing and Variance Analysis: Standard costs for direct materials and direct labour; Cost Variance Analysis for direct materials and direct labour.

Relevant Cost and Choice Alternative Decisions: Relevant Costs, Product Decision: Making - Special Sales Order Problem, Product Continue or Shut Down Decision, Make or Buy Decision, Joint Product Decision, Product Mix Decision.

F. Text & Reference Books:

Text Books:

T3. Managerial Accounting by Ronald W. Hilton & David E. Platt (10th Edition), Tata McGraw-Hill Companies

T4. Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (13th Edition), Tata McGraw-Hill Companies

Reference Books:

R6. Charles T. Horngren, Srikant M. Datar and Madhav V. Rajan (2011), Cost Accounting – A Managerial Emphasis (15th edition), Pearson

R7. Financial Accounting – A Managerial Perspective by R. Narayanaswamy (6th Edition), PHI Learning

R8. Indian Accounting Standards (Ind AS) & IFRSs for Finance Executives by T.P Ghosh (2nd Edition), Taxmann Publications Pvt Ltd

G. Lecture Plan:

S. No	Contents	Book Chapter/ Reading	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	CO	PO	Mode of Assessing Outcome
1	Introduction: Comparison of Management Accounting with Financial Accounting and Cost Accounting, Decision making process and	C1/T1	Lecture and Discussion with examples	The participants will be able to: 1. Learn the difference b/w FA, MA, and CA. 2. Understand the Decision making process. 3. Understand about the Management	CO1	PO2	Quiz Mid Term Q & CP

	Management Accounting,			Accounting and its usage. (L1)			
2	Information needed by Management Accounting, Types of Costs: Direct, Indirect, Prime Cost, Material Cost, Labour Cost & Overhead Cost.	C1 & C2/T1	Lecture and Discussion with examples	The participants will be able to: 3. Learn about Information needed by MA. 4. Learn the difference types of costs. (L1 & L2)	CO1	PO1 PO2	Quiz Mid Term Q & CP
3	Product Costing Systems: Job Order Costing, Accumulation of costs in job order costing, Illustration of job order costing system;	C3/T1	Lecture, Discussion and Numerical on Spreadsheet with examples	The participants will be able to: 1. Learn about Product Costing Systems. 2. Understand Job Order Costing. (L1 & L2)	CO2	PO1 PO2 PO5	Quiz Mid Term Q & CP Term Project
4	Process Costing, Flow of costs, Process costing vs. job order costing, Concept of equivalent units,	C4/T1	Lecture, Discussion and Numerical on Spreadsheet with examples	The participants will be able to understand, evaluate and analyse the process cost, its flow and the concept of equivalent units. (L1, L2, L3 & L4)	CO2	PO1 PO2 PO5 PO6	Quiz Mid Term Q & CP Term Project
5	Illustration of process costing, Issues in process costing.	C4/T1	Lecture, Discussion and Numerical on Spreadsheet with examples	The participants will be able to evaluate and analyse the process cost and issues in its calculations. (L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz Mid Term Q & CP Term Project
6	Financial Planning and Forecasting: Long Term Financial Planning, Short Term Financial Planning, Financial Forecasting, Steps in	C9/T1	Lecture and Discussion with examples	The participants will be able to understand about Financial Planning and Forecasting and how the Financial Planning is done. (L1 & L2)	CO3	PO1 PO2	Quiz Mid Term Q & CP

	Financial Planning.						
7	Budgeting and Budgetary Control – Classification of Budgets, Preparation of Fixed and Flexible Budgets, Purchase Budget, Budget,	C9 & C11/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to: 1. Understand the various types of budgeting and its control. 2. Prepare and analyse Purchase Budget. (L1, L3 & L5)	CO3	PO1 PO2 PO3 PO4 PO5	Quiz Mid Term Q & CP Term Project
8	Sales Budget, Production Budget,	C9/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to: 1. Prepare and analyse Sales Budget. 2. Prepare and analyse Production Budget. (L1, L3 & L5)	CO3	PO1 PO2 PO3 PO4 PO5	Quiz Mid Term Q & CP Term Project
9	1 st Quiz,	T1, T2, R1 & R2	MCQs, Fill in the blanks and very short numerical	The participants will be able to apply different techniques to prepare, evaluate and analyse the different types of financial plans, budgets and costing system. (L1, L2, L3, L4 & L5)	CO1 CO2 CO3	PO1 PO2 PO3 PO4	Quiz
10	Cash Budget – A Tool of Cash Planning, Master Budget.	C9/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to: 1. Prepare and analyse Cash Budget. 2. Prepare and analyse Master Budget. (L1, L2, L3, L4 & L5)	CO3	PO1 PO2 PO3 PO4 PO5	Quiz Mid Term Q & CP Term Project
11	Cost-Volume-Profit (CVP) Analysis: Techniques of CVP Analysis, Contribution	C7/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to: 1. Learn CVP Analysis. 2. Use Contribution	CO4	PO1 PO4 PO5	Quiz Mid Term Q & CP Term Project

	and Margin Analysis,			and Margin Analysis. (L1, L2 & L3)			
12	BEP Analysis,	C7/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to understand, apply and analyse the Break Even Analysis. (L1, L2 & L3)	CO4	PO1 PO4 PO5 PO6 PO9 PO10 PO12	Quiz Mid Term Q & CP Term Project
13	Margin of Safety Application of CVP Analysis in Decision Making, Extension of CVP analysis to Multi-Product Situations,	C7/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to: 1. Apply CVP Analysis in Decision Making. 2. Apply CVP analysis to Multi-Product Situations. (L1, L2 & L3)	CO4	PO1 PO4 PO5 PO6 PO9 PO10 PO12	Quiz End Term Q & CP Term Project
14	Cost Structures and Profit Sensitivity to Volume Changes.	C7/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to understand and apply Cost Structures and Profit Sensitivity to Volume Changes. (L1, L2, L3 & L4)	CO4	PO1 PO4 PO5 PO6 PO9 PO10 PO12	Quiz End Term Q & CP Term Project
15	Absorption Costing and Variable Costing:	C8/T1	Lecture and Discussion	The participants will be able to understand about Absorption and Variable Costing. (L1)	CO5	PO1 PO4 PO5	Quiz End Term Q & CP
16	Absorption costing income statement vs. Variable costing income statement,	C8/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to: 1. Prepare Absorption Costing and Variable Costing income statements. 2. Understand the difference b/w these two & the income reported by them. (L1, L2, L4 & L5)	CO5	PO1 PO4 PO5 PO9 PO10	Quiz End Term Q & CP Term Project
17	Reconciling between	C8/T1	Lecture, Discussion	The participants will be able to	CO5	PO1 PO4	Quiz End Term

	incomes under absorption costing and variable costing.		and Numerical on Spreadsheet	analyse the difference b/w the incomes reported by Absorption Costing and Variable Costing income statements. (L1, L2, L3 & L4)		PO5 PO9 PO10 PO12	Q & CP Term Project
18	2 nd Quiz,	T1, T2, R1 & R2	MCQs, Fill in the blanks and very short numerical	The participants will be able to prepare and analyse the cash & master budgets and absorption costing & variable costing income statements and be able to do the CVP analysis for decision making. (L1, L2, L3, L4 & L5)	CO4 CO5	PO1 PO4 PO5 PO6 PO9 PO10 PO12	Quiz
19	Standard Costing and Variance Analysis: Standard costs for direct materials and direct labour;	C10/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to learn about Standard Costing and Variance Analysis and be able to calculate Standard costs for direct materials and direct labour. (L1, L2, L3 & L4)	CO5	PO1 PO4 PO5	End Term Q & CP Term Project
20	Cost Variance Analysis for direct materials,	C10/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to do the Cost Variance Analysis for direct materials. (L1, L2, L3 & L4)	CO5	PO1 PO4 PO5 PO9 PO10 PO12	End Term Q & CP Term Project
21	Cost Variance Analysis for direct labour.	C10/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to do the Cost Variance Analysis for direct labour. (L1, L2, L3 & L4)	CO5	PO1 PO4 PO5 PO9 PO10 PO12	End Term Q & CP Term Project
22	Relevant Cost and Choice Alternative Decisions: Relevant Costs, Product Decision:	C14/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to identify and calculate relevant costs and decide about the make or	CO6	PO1 PO2 PO5 PO6	End Term Q & CP Term Project

	Making - Special Sales Order Problem, Product Continue or Shut Down Decision,			continue or shut down the product. (L1, L2, L3 & L4)			
23	Make or Buy Decision,	C14/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to take decision about either to make or buy product. (L1, L2, L3 & L4)	CO6	PO1 PO2 PO5 PO6 PO9 PO10 PO12	End Term Q & CP Term Project
24	Joint Product Decision, Product Mix Decision.	C14/T1	Lecture, Discussion and Numerical on Spreadsheet	The participants will be able to take decision regarding joint product and product mix that is whether they should go for this or not. (L1, L2, L3 & L4)	CO6	PO1 PO2 PO5 PO6 PO9 PO10 PO12	End Term Q & CP Term Project

Bloom's Taxonomy; Level of Learning: L1 = Remember & understand
L2 = apply
L3 = Analysis and synthesis
L4 = Evaluate
L5 = Create

H. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

Programme outcomes	CO2203.1	CO2203.2	CO 2203.3	CO 2203.4	CO 2203.5	CO 2203.6
PO 1	3	3	3	3	3	3
PO 2	3		3			3
PO 3		3	3			
PO 4			3	3	3	
PO 5		3	3	3	3	3
PO 6		3		3		3
PO 7						
PO 8						
PO 9				3	3	3
PO10				3	3	3
PO11						
PO12				3	3	3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

I. Mapping of Course Outcomes with Evaluation Components:

Course Outcomes	Quizzes	Questions & Class Participation	Ind. Term Project	Mid-Term Exam	Viva-voce or Presentation	End-Term Exam
CO 2203.1	✓	✓	✓	✓	✓	✓
CO 2203.2	✓	✓	✓	✓	✓	✓

CO 2203.3		✓	✓			✓
CO 2203.4	✓	✓	✓	✓	✓	✓
CO 2203.5	✓	✓	✓	✓	✓	✓
CO 2203.6	✓	✓	✓		✓	✓

J. Term Project Guidelines:

- Each student must identify the companies.
- All students should ideally identify companies in the different industries.
- For the data of different companies identified, tools & techniques should be used to analyse the data and to take decisions properly use the Spreadsheet functions and apply the formulae to prepare the business models.
- Each student should submit a report on the analysis of data and decision taken through these analysis with the help of applications of different Spreadsheet functions and preparation of business models with the adequate procedure followed for the same.

K. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions
- Will be regular in the class and bring their laptops
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

L. Attendance.

- A student with less than the minimum required attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) grade. For details refer to the University Rules.



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce

Course Hand-out

Operations Management | MB 6203 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Narendra Singh Bhati | Class: II Trimester

Introduction: The study of Operations Management is one of the oldest business disciplines. Operations Management holds the key to competitive advantage for many organizations. It is increasingly recognized as a significant factor to contribute to the effective strategic management of firms both large and small, domestic or international covering both profit and non-profit making sectors. The service sector and even public section institutions recognize its value and worth. Future and potential managers need to appreciate the degree of complexity involved with such competition and the key contemporary issues that they are likely to face upon joining an organization. The objective of this course is to provide students with the basic skills and knowledge of concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. The course emphasizes on providing students with concepts relating to planning and control issues in the management of manufacturing as well as service operations. It also seeks to familiarize students with issues of contemporary interest in production and operations management.

K. Course Outcomes: At the end of the course, students will be able to,

[MB 2204.1]. Understand the role of operations function in a firm and its importance to a firm's strategy

[MB 2204.2]. Identify processes and nested processes in manufacturing and service businesses

[MB 2204.3]. Develop Statistical Process Control Charts for different situations in manufacturing and service processes

[MB 2204.4]. Apply basic inventory models to calculate order quantity, related measures and annual cost of inventory

[MB 2204.5]. Forecast demand using moving average method

[MB 2204.6]. Identify the inputs and outputs to an MRP system and execute the MRP process

L. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO.1] Apply appropriate technical tools in a managerial context.

[PO.2] Articulate business context in terms of functional aspects.

[PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyse and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Class Participation	10
	In-class Quizzes	20
	Assignments/Case Analysis	20
	Project	10
End Term Exam (Summative)	End Term Exam (Open Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E. Syllabus:

Introduction to Operations and Supply Chain Management: How operations relates to other functional areas of an organization, relationships that exist between various factors that affect operations of a business organization, managing a supply chain, supply chain performance factors

Process Analysis: Mapping a process, capacity and bottlenecks, Load balancing, Cycle time, takt, Setup times and batches, Little's Law, Job Shop, Batch, Assembly Line, theory of constraints. **Capacity and**

Layout Planning: Demand forecasting, strategies for managing capacity to meet demand, capacity and facility design, facility location models decision support tools, optimizing layout design to meet customer demand, optimizing layout to improve capacity utilization. **Introduction to Materials Management:**

Material requirements planning, interaction with production planning and control, purchasing processes, materials forecasting, inventory management fundamentals, Just In Time manufacturing, warehouse management. **Quality Management Systems:** Total Quality Management fundamentals, Cost of Quality concept, process variation, process capability, process control, utilizing Lean Six Sigma for processes to meet customer specifications, Quality Function Deployment

F. Text Book:

T1 - Operations Management: Creating Value along the Supply Chain, Russell & Taylor, Eighth Edition, 2017

G. References:

R1 - Operations Management: Processes and Value Chains, Lee J. Krajewski, Larry P. Ritzman, Prentice Hall India

H. Lecture Plan:

Lecture	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
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Number					
L1	Introduction to Operations Management	Understanding the operations function and its relation with other business functions	Lecture and discussions	MB2204.1	Quiz End term
L2	Productivity and Competitiveness	Calculate and interpret productivity measures used for measuring competitiveness	Lecture, discussions and numerical exercises	MB2204.1	Quiz End term
L3	Operations and Supply Chain Strategy	Understand the importance operations and SCM to a firm's strategy	Lecture and discussions	MB2413.1	Quiz End term
L4	Process Analysis Capacity and bottlenecks, Load balancing,	Identify processes and nested processes in manufacturing	Process analysis exercises	MB2204.2	Quiz Assignment
L5	Process Analysis Setup times and batches, Little's Law	Understand the concepts of capacity, line balancing and bottlenecks	Reading: Introduction to Production analysis	MB2204.2	Quiz Project End term
L6	Process Analysis	Understand different types of production processes	Layout analysis exercise	MB2204.2	Assignment
L7	Job Shop Operations Case study: Bayonne Packaging, Inc	Understand Job Shop operations	Case study	MB2204.2	Quiz Project End term
L8	Batch Production Case study: Dooly County Doughnuts	Learn about Batch Production operations	Case study	MB2204.2	Assignment
L9	Assembly line operations and Balancing Case study: Photo Op—Please Line Up	Learning assembly line operations for mass production	Case study	MB2204.2	Assignment Layout analysis exercise
L10	Assembly line operations and Balancing	Learning assembly line operations for mass production	Industrial Visit	MB2204.2	Quiz Project Assignment

L11	Continuous Flow Operations	Understand continuous flow operations	Lecture, discussions and numerical exercises	MB2204.2	Quiz Assignment
L12	Demand Forecasting	Demand Patterns, Choosing the Type of Forecasting technique	Lecture and discussions	MB2204.5	Quiz Project End term
L13	Demand Forecasting	Learn to use Moving Average, Exponential Smoothing for forecasting	Numerical exercises	MB2204.5	Assignment
L14	Inventory Management	Carry out ABC Analysis, Carrying Cost, Order Cost, Economic Order Quantity	Lecture and discussions	MB2204.4	Quiz Project End term
L15	Cycle Inventory, Safety Inventory, Pipeline Inventory	Understand how to make inventory decisions	Exercises	MB2204.4	Quiz Assignment
L16	Inventory Control Systems	Understand Continuous Review System and Periodic Review System	Lecture and discussions	MB2204.4	Quiz End term
L17	Material Requirement Planning	Understand Bill of Materials, independent and dependent demand systems, inputs and outputs to an MRP system	Lecture and discussions	MB2204.6	Quiz End term
L18	Aggregate Production Planning	Learn the Concept of Aggregation	Lecture and discussions	MB2204.6	Quiz End term
L19	Demand and Capacity Options	Learn basic Strategies for Meeting Uneven demand (Chase, Level and Mixed)	Lecture and discussions	MB2204.6	Quiz Project End term
L20	Managing Quality	Understand Costs of Quality, Evaluating Performance, Acceptance Sampling	Lecture and discussions	MB2204.3	Quiz Assignment

L21	Quality Tools	Learn about process flow charts, cause and effect diagram	Lecture, discussions and exercises	MB2204.3	Quiz End term
L22	Statistical Process Control	Learn to draw Control Charts for Variables and Attributes	Exercises	MB2204.3	Quiz Assignment
L23	Project Presentations		Project	All	
L24	Project Presentations		Project	All	

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
[MB 2204.1]	Understand the role of operations function in a firm and its importance to a firm's strategy	1	3	1	1		2		3				
[MB 2204.2]	Identify processes and nested processes in manufacturing and service businesses	2	3	2			2						
[MB 2204.3]	Develop Statistical Process Control Charts for different situations in manufacturing and service processes	3	3	2	1	2	2						
[MB 2204.4]	Apply basic inventory models to calculate order quantity, related measures and annual cost of inventory	3	2	2	1	2	1			1	1		2
[MB 2204.5]	Forecast demand using moving average method	1	1	1			2						
[MB 2204.6]	Identify the inputs and outputs to an MRP system and execute the MRP process	2	1				2		2				3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Class of 2020

Course Hand-out

Marketing Management - II | MB 6204 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Smita Sharma

2a. Course Details

➤ Objectives are:

Enable the students in developing marketing strategies in different situations. Sensitize the students to contemporary marketing practices and paradigm shifts.

2b PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO.1] Apply appropriate technical tools in a managerial context
- [PO.2] Articulate business context in terms of functional aspects
- [PO.3] Describe interlinkages among functional areas of an enterprise
- [PO.4] Analyse and interpret the performance of an enterprise and its various functional units
- [PO.5] Articulate various concepts in management and demonstrate their application in specific business context
- [PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concept(s) in that context
- [PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future
- [PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution
- [PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context
- [PO.10] Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context
- [PO.11] Describe the issues pertaining to leadership in a given context of an enterprise
- [PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken

➤ 2c. Learning Outcomes:

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

[MB 2205.1] To appreciate the role of various tools and issues in developing marketing program and entrepreneurial initiatives

[MB 2205.2] Assess market opportunities by capturing and analyzing paradigm shifts in market and devise appropriate skill set for students

[MB 2205.3] Develop effective marketing strategies to achieve organizational objectives ethically.

[MB 2205.4] Assess a marketing strategy implementation program to enhance applicability skills.

2d. Pedagogy/Instruction Methodology: Lectures, Case Discussions, Guest lecture and Project.

2e. Suggested Text Book and References

Reference Book

- Baines. Marketing. Oxford University Press , 2014.
- Kotler, Lane, 2015, 15th edition. Pearson Education.
- Ramaswamy & Namakumari. Marketing Management: Global Perspective, Indian Context (4/E). Macmillan Publishers India , 2013
- Etzel, M.J, Walker B.J , Stanton W.J , Pandit A ; Marketing, Mc Graw Hill, 14th edition

2f. Case Studies & Articles

Students shall be provided with the cases in advance. The students are expected to read the articles and cases and come prepared for discussion in the class.

2g. Prerequisites: Marketing Management - I

2h. Tentative Delivery Schedule

Session No.	Topic	Continuous Evaluation	LO	Remarks
1	Introduction		[MB 2205.1]	
2	Directing & Managing Field Sales Effort		[MB 2205.2]	Chapter 20
3	Distribution Decision		[MB 2205.2]	Chapter 2
4	Distribution Decision		[MB 2205.2]	Chapter 2
5	Integrated Marketing Communication		[MB 2205.1]	Outdoor Project Chapter 17,18,19
6	Marketing of Service		[MB 2205.1]	Chapter 14
7	Case Discussion	10%	[MB 2205.3]	
8	Case Discussion	✓	[MB 2205.3]	

9	Rural Marketing		[MB 2205.1]	
10	CRM		[MB 2205.1]	Chapter 21
11	CRM	Class Test 10%	[MB 2205.1]	Chapter 21
12	Ethical Issues In Marketing		[MB 2205.3]	Chapter 23
13	Social Issues in Marketing		[MB 2205.3]	Chapter 23
14	Company		[MB 2205.4]	Chapter 22
15	B2 B , B2C , and C2C Marketing		[MB 2205.1]	Chapter 20
16	International Marketing		[MB 2205.1]	Chapter 8
17	Retailing	Quiz 10%	[MB 2205.1]	Chapter 22
18	Retailing		[MB 2205.2]	Chapter 22
19	Introduction to Digital Marketing		[MB 2205.1]	Chapter 21
20	Digital Marketing		[MB 2205.1]	Chapter 21
21	Culmination		[MB 2205.4]	Case of Cola War
22	Project Presentation	20%	[MB 2205.4]	Chapter 2
23	Project Presentation		[MB 2205.4]	Chapter 2
24	Project Presentation		[MB 2205.4]	Chapter 2

3. Academic Integrity Policy

Students are expected to follow Rules of Conduct and Academic Behaviour Standards as detailed in the Student Regulations. Failure to comply with these rules may result in disciplinary actions as stipulated in the Students Regulations.

Note: Copying and plagiarizing in any form for any of the evaluation components will result in zero marks.

4. Evaluation Scheme

Continuous evaluation will be conducted for 60 marks. It is continuous and spread throughout the course. The details of the evaluation components are given below

Sl. No	Evaluation Component	Weight (%)	Date for Evaluation	Learning outcomes	Date of completion
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					of evaluation
1	Project & Presentation	20	Week 4	3,4	2 Weeks from the date of allocation
2	Class participation Market Analysis, Product Analysis, Case study/Assignment	10 (5 +5)	Week 2	1	5 Marks for attendance and 5 Marks for Participation
3	Quiz Market Analysis, Product Analysis, Case study and Simulation	10	Week 3	1,2	End of Each Imperative
4	Class Test	10	Week 5	1,2,3	2 Weeks from the date of evaluation
5	Mid Term	20	Week 3	1,2	2 Weeks from the date of evaluation
6	End Term	40	Week 6	1,2,3,4	As per Univ. schedule
	Total	100			

Component 1 – Project & Presentation (10 marks)

This is a group task. Each team will consist of 5 members. The groups will choose company of their establish the contact with the marketing leader in the company , seek appointment and interview him.

Component 2- Class participation/Assignment (10 marks)

Students will be evaluated on the basis of their attendance and their quantity and quality of class participation. An assignment can also be provided for evaluation of the students.

Component 3 – Quiz (10 Marks)

Student will be subjected to multiple quiz and the evaluators reserves the right of evaluating all and consider the mean scores, randomly pick any quiz for evaluation or choose best amongst all.

(Assessment of report will be based on Content, relevance, analysis, and structure. Assessment of presentation will be based on the confidence and conviction of the individual about the analysis)

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
MB [2205.1]	3	2	1												
MB [2205.2]			1	2	3										
MB [2205.3]							2	3	1						
MB [2205.4]								1		2	3				

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1.	Mid-term test	CO1, CO2, CO4	Written Exam	20%	Week 5
2	Quiz	CO1, CO3, CO5	Group activity	10%	Week 3
3	Project Presentation	CO2, CO4, CO5	Presentation	20%	Week 15
4	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5	Written Exam	40%	Week 20
5.	Assignment	CO2, CO4	Written Evaluation	10%	Week 9

J. Expectations from Students:

25. Shall read the topics in advance before coming to the class
26. Shall participate in discussions
27. Shall be regular in the class (75% attendance)
28. Shall complete all the assignments in time
29. Shall undertake field and real time projects
30. Shall be punctual in class
31. Classroom doors shall be closed after 5 min. of the start of the class.

K. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) letter grade.
- Marks for Class Participation will be based both on the active involvement of the students in the classroom session and attendance.

L. Faculty Details and meeting timings:

Dr Smita Sharma, Assistant Professor, TSB

Contact Hours: Monday to Friday, Time : 1400 hrs to 1800 hrs

Email:smita.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Human Resource Management| MB 6205| 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Aanyaa Chaudhary Class: MBA II Trimester

A. Course Perspective:

Employees are the asset for the organization. This is one of the resources which can provide a great source of competitive advantage to the organization. As in current scenario attrition rate is quite high in organizations and in order to make an organization survive in turbulent environment, it is essential to have proper management of employees of the organization, their recruitment, selection, planning , grievances etc.

This course will enable the students to learn as how to do job analyses, forecasting, and career planning in an organization. Students will learn about process of recruitment and selection .They will be able to apply the learned knowledge in practical in organization.

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand about the Human resource Management and its relevance in an organization.

CLO 2: Understand and apply the process of recruitment, selection and forecasting technique and talent management in organizations.

CLO 3: Learning about Performance management, performance appraisal technique, training ,succession planning and career development and their implementation

CLO 4: Learning to design compensation structure and dynamics of industrial relations in an organization and HR Audit.

D.Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E.Evaluation- Instructor led continuous evaluation

End term examination 40%

Quizzes 20%

Student presentation /activity/ Role Play 30%

Class participation 10%

Alignment of COs & POs

(g) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

(h) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1		3	3	
PO 2	3			
PO 3		2		
PO 4			2	
PO 5				3
PO 6		2		
PO 7	2			
PO 8				2
PO 9			2	
PO10		2		
PO11			3	
PO12				3

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F. Course outline

Introduction to Human Resource Management: Meaning; Significance; Objectives; Evolution and Development of Personnel Management and HRM; Difference between H.R.M., H.R.D, and Personnel Management; Key Roles, Functions and Activities of HRM; Strategic Human Resource Management; **Acquiring Human Resources:** HR Planning, Job Design, Job Analysis, Role Analysis; Recruitment; Selection; Induction & Placement, Talent Management and Retention strategies; **Performance Management:** Performance Measurement and Reward Systems- Introduction, Performance Drivers, Reward Management, Performance Appraisals: process; tools; errors; Potential Appraisal; **Compensating Human Resources:** Job Evaluations, Compensation Administration; Incentive Plans and Fringe Benefits; Career Planning and Development; Succession Planning; Workers Participation in Management; Employee empowerment; **Training and Developing Human Resources:** Training Human Resources – Phases of Training, Need Assessment, Training Methods and Evaluation; **Managing Industrial Relations & Contemporary issues in HRM:** Dynamics of Industrial Relations; Discipline and Grievance Management; Collective Bargaining; Trade Unions; Industrial Disputes. Work-life Balance, Human Resource Accounting and Audit; Latest trends of HRM.

G.Session Plan

S. No	Particulars	Reference Books	Pedagogy	Learning Outcomes
1	Human Resource Management: Introduction, evolution	Garvy Dessler , <i>Human Resource Management</i> , Pearson	Lecture	Will know about HRM concept and evolution.
2	Development of HRM concept, HRD & HRM	GarvyDessler, <i>Human Resource Management</i> , Pearson	discussion	Knowledge about HRD and HRM
3	Role , duties ,responsibility of HRM	GarvyDessler, <i>Human Resource Management</i> , Pearson	Lecture	Knowledge about Duties and responsibility of HRM
4	Job Analysis	C. B. Mamoria, <i>Personnel Management</i>	ppt	Knowledge about Job description and evaluation
5	Manpower Planning: Objectives, Need, Importance.	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	ppt	Will know about manpower planning
6	Techniques of HRP	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	Presentation power point	To get knowledge about techniques of forecasting (Demand and Supply)

7	Recruitment Concept, Sources	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	lecture	Will know about recruitment and sources
8	Selection- Concept and its process	GarvyDessler, <i>Human Resource Management</i> , Pearson	PPT	Will know about selection overview, Selection test and flaws in the system.
9	Career & succession planning	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	Lecture	Knowledge about career and succession planning
10	Training & Development- Overview.	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	Discussion	Knowledge about training and development.
11	Training development	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	Lecture	Will know about training development
12	Performance Appraisal: Concept and introduction	Jyotsana Singh, <i>Personnel Management</i> , Centrum Press	Discussion n role play	Will know about Performance appraisal concept
13	Performance Appraisal: need and objectives and techniques	C. B. Mamoria, <i>Personnel Management</i>	PPT	Knowledge about performance appraisal need
14	Case study			
15	Talent Management: concept and strategies	C. B. Mamoria, <i>Personnel Management</i>	PPT	Knowledge about talent and its management.
16	Quiz and student Activity			
17	IR :Concept	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	To Impart Knowledge about Industrial Relations, concept and its relevance
18	Trade Union, Workers participation	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication		To know about Trade Union and Workers participation.
19	Grievance handling and discipline issue	Industrial Relation by PRN Sinha,Indu bala	PPT	Get acquainted with

		Sinha of pearson publication		
20	Compensation :Concept and plans	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	To know about Compensation
21	Student Presentation			
22	Student Presentation			
23	Quiz			

I.Books:

R1: Bhattacharyya, Dipak Kumar. *Human resource planning*. Excel Books India

R2: Gilley, Jerry W., Steven A. Eglund, and Ann Maycunich Gilley. *Principles of human resource development*.

R3: HRM ,G S Sudha ,RBD Publications, 2010-11

K.Expectations from Students:

32. Shall read the topics in advance before coming to the class
33. Shall participate in discussions
34. Shall be regular in the class (75% attendance)
35. Shall complete all the assignments in time
36. Shall work in team
37. Shall undertake field and real time projects
38. Shall be punctual in class
39. Classroom doors shall be closed after 5 min. of the start of the class.

L.Faculty Details and meeting timings:

Ms. Deepti Sharma

Contact Hours: Monday to Saturday 4-5 pm

Email:deepti.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Legal Aspects of Business| MB 6207 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Mr. Ravindra Kaikini | Class: II Trimester

A. Introduction: A diversified and efficient legal system is necessary for overall development of any country. Legal system in India was initiated in 18th century it gained tremendous importance after independence. It is essential to have an understanding of business law for management students and entrepreneurs. Business law has got vital significance not only in business world but for every one of us as we all enter into contracts of one kind or the other in either normal or business related matters. It is, therefore, important for the students of business management how decisions taken by one entity affects almost the entire system. After completing the course, they will be able to design the solution of the problems thrown by the environment and take better decisions, considering all the aspects of business law.

B. Course Outcomes: At the end of the course, students will be able to :-

[MB 2301.1]: Understand the various concepts related to Indian Contract Act, 1872. Understand the meaning of various terms related to agreement & contract and differentiate between the two. Learn the essential elements of a contract. Understand the various types of contract & hence develop employability.

[MB 2301.2]: Will be able to differentiate between sale & agreement to sell and learn about the different aspects of Sales of Goods Act.

[MB 2301.3]: Learn about the acts which play a crucial role in partnership business, understand the rights and liabilities of different partners, relationship with third party etc.

[MB 2301.4]: Understand the concept of limited liability partnership and different concepts related to LLP.

[MB 2301.5]: Develop an understanding about Companies Act 2015, types of companies and different issues related to Companies Act 2015.

[MB 2301.6]: Learn about the different concepts of consumer protection act definition of consumer, defect and deficiency, consumer forums etc.

[MB 2301.7]: Understand intellectual property rights and their impact on business.

[MB 2301.8]: Develop an understanding about Cyber laws and their implications.

[MB 2301.9]: Learn about the Right to Information Act 2005 and its implications.

C. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO.1] Apply appropriate technical tools in a managerial context.

[PO.2] Articulate business context in terms of functional aspects.

[PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyze and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

[PSO.1] N/A

[PSO.2] N/A

[PSO.3] N/A

D. Assessment Plan:

Criteria	Description	Maximum Marks	Tentative Week Scheduled
Internal Assessment (Summative)	Class Participation	10	Continuous
	Mid Term	20	As per the schedule
	In class Quizzes and Assignments, Activity feedbacks (Accumulated and Averaged)	30	5 th & 8 th Week
	End Term Exam (Open/Close Book)	40	As per the schedule
End Term Exam (Summative)	Total	100	
	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		
Attendance (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.		
Make up Assignments (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Student is expected to participate and perform these assignments with		

	full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	
Homework/ Home/ Assignment/ Activity Assignment (Formative)		

E. Syllabus:

Indian Contract Act 1872: Formation of agreement; rules regarding offer and acceptance; consideration; essential elements of a valid contract; classification of contracts; void, voidable, quasi, unilateral, bilateral, express and implied contracts; breach of contract; **Sale of Goods Act 1930:** Sale and agreement to sell; quality of goods; condition and warranty; transfer of property; sale and transfer of ownership; delivery of goods by seller; acceptance of delivery by buyer; **Partnership Act 1932:** Formation of partnership; partnership agreement; unlimited liability; rights and liabilities of individual partners; relationship with third party; registration of firm; dissolution of firm; **Limited Liability Partnership (LLP) Act 2008:** Concept of LLP; difference with partnership and company; registration of LLP; liabilities of partners; transferability of shares; **Companies Act 2015:** Definition of a company; types of companies; memorandum of association; article of association; limited and unlimited liability companies; private and public companies; registration of companies; holding, subsidiary and associate company; board of directors; principles of lifting the corporate veil; doctrine of indoor management; **Consumer Protection Act 1986:** Definition of consumer, goods, defect and deficiency; consumer forums; procedure to approach consumer forums; unfair trade practices; monopoly and restrictive trade practices; Latest amendments to the act; **Intellectual Property Rights:** The Patent Act 1970; The Copyright Act 1957; Trade Marks Act 1999; **Cyber laws:** Information Technology Act; Alternate Disputes Resolution forum; Arbitration Procedure; **Right to Information Act 2005**

F. Text Books:

T1 - Avtar Singh, Business Law, Eastern Book Company.

T2 - Tejpal Sheth, Business Law, Pearson.

G. Lecture Plan:

Session No.	Topics	Pedagogy	References	Learning Outcomes
1	Indian Contract Act 1872 – Introduction	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2	MB 2301.1
2	Indian Contract Act 1872 – Introduction	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2	MB 2301.1

3	Indian Contract Act 1872 – Rules regarding offer & acceptance	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2	MB 2301.1
4	Indian Contract Act 1872 – Essentials of a valid contract	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2, R1	MB 2301.1
5	Indian Contract Act 1872 – Classification of contract	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2, R1	MB 2301.1
6	Indian Contract Act 1872 – Classification of contract	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2, R1	MB 2301.1
7	Indian Contract Act 1872 – Breach of contract.	Case Analysis, Role Play, Assignments, Class Room Discussion	T1, T2	MB 2301.1
8	Sale of Goods Act 1930 – Sale and agreement to sell, Quality of goods, Condition and Warranty.	Discussions & Lecture	T1, T2	MB 2301.2
9	Sale of Goods Act 1930 – Transfer of property, sale and transfer of ownership.	Discussions & Lecture	T1, T2	MB 2301.2
10	Sale of Goods Act 1930 – Delivery of goods by seller, acceptance of delivery by buyer.	Discussions & Lecture	T1, T2	MB 2301.2
11	Partnership Act – 1932 Formation of partnership, partnership agreement, unlimited liability.	Discussions & Lecture	T1, T2	MB 2301.3
12	Partnership Act – 1932 Rights and liabilities of individual partners, relationship with the third party.	Discussions & Lecture	T1, T2	MB 2301.3
13	Partnership Act – 1932 Registration of the partnership firm, dissolution of the firm.	Discussions & Lecture	T1, T2	MB 2301.3
14	LLP Act – 2008 – Concept of LLP, difference between partnership & company, registration of LLP.	Discussions & Lecture	T1, T2	MB 2301.4
15	LLP Act – 2008 – Liabilities of partners & Transferability of shares.	Discussions & Lecture	T1, T2	MB 2301.4
16	Companies act 2015 – Definition of companies, memorandum of association & articles of association.	Discussions & Lecture	T1	MB 2301.5
17	Companies act 2015 – Types of companies	Discussions & Lecture	T1	MB 2301.5
18	Companies act 2015 – Board of directors, Principles of lifting corporate veil & doctrine of indoor management	Discussions	T1, T2	MB 2301.5
19	Consumer Protection Act 1986 – Consumer goods, defect & deficiency. Unfair trade	Discussions & Lecture	T1,	MB 2301.6

[MB 2301.9]	Learn about the Right to Information Act 2005 and its implications.		2				2									
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I-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Business Communication II | MB6206 |

Credits | 0 0 2 1 Session: Nov. 2019 – Feb. 2020 |

Faculty: Dr Savitha B Shelley, Dr. Arun Poonia | Class: MBA II Trimester

A. Introduction

This course aims to familiarise the students mainly with the elements of written communication. The course will confine to English language only.

COURSE LEARNING OUTCOMES

At the end of the course, students will be able to

CLO. 1. Write official communication meaningfully and correctly

Programme Outcomes: The learnings and abilities or skills that a student would have achieved at the end of the two years programme

PO 1. Apply appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyze and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision

taken.

PO 13. Orally communicate effectively in managerial contexts

PO 14. Communicate effectively in writing in managerial contexts

D. Pedagogy

The pedagogy will be a mix of lecture, homework and classroom exercises.

TEXTBOOK

Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lantz, Neerja Pande, ***Business Communication***, McGraw-Hill (India) Pvt. Ltd, 13/e

E. Evaluation- Instructor led continuous evaluation

Assignment	50 (each work 5 marks)	Continuous
Class participation	10	Continuous
End term examination	40	Prescribed by MUJ

F. Lecture Plan

S. No	Particulars	Pedagogy	Corresponding CO	Mode of Assessing the Outcome
1	Writing a Passage	Class Exercise	CLO1	Assignment End term
2	Writing a Formal Letter	Class Exercise	CLO1	Assignment End term
3	Writing Complaints	Class Exercise	CLO1	Assignment End term
4	Responding to Complaints	Class Exercise	CLO1	Assignment End term
5	Performance Detailing	Class Exercise	CLO2	Assignment End term
6	Writing Executive Summary	Class Exercise	CLO2	Assignment End term
7	Effective Email	Class Exercise	CLO2	Assignment End term
8	Congratulating & Complimenting	Class Exercise	CLO2	Assignment End term
9	Writing Reports	Class Exercise	CLO 3	Assignment End Term
10	Termination Letter	Class Exercise	CLO 4	Assignment End term

G.CO articulation Matrix

Programme outcomes	CLO 1
PO 1	
PO 2	
PO 3	
PO 4	
PO 5	
PO 6	
PO 7	
PO 8	
PO 9	
PO10	
PO11	
PO12	3

Note: 3= the strength of correlation between PO & CO is High; 2= the strength of correlation between CO & PO is Medium and 1= the strength of correlation is Weak

K. Expectations from Students:

40. Shall read the topics in advance before coming to the class
41. Shall participate in discussions
42. Shall be regular in the class (75% attendance)
43. Shall complete all the assignments in time
44. Shall work in team
45. Shall undertake field and real time projects
46. Shall be punctual in class
47. Classroom doors shall be closed after 5 min. of the start of the class.



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Business Research Methods| MB 6301| 3 Credits | 2 0 2 3

Session: Feb 2020 – May 2020 | Faculty: Dr Umesh Solanki | Class: MBA III Trimester

Introduction: The course is offered by TAPMI School of Business for 3rd Trimester students of MBA program. Business research is a systematic inquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on

applied problem solving. The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. It has a major focus on problem identification and analysis, problem solving strategies and communication skills. This will improve their efficacy in dealing with various situations and in taking decisions.

A. Course Outcomes: At the end of the course, students will be able to,

[MB 2302. 1] Have understanding of various methods used in business research and rationale underlying their uses.

[MB 2302. 2] Identify the appropriate methods for the research and analysis of data in different situations.

[MB 2302. 3] Conduct the statistical enquiry and hence business research about a particular phenomenon by the use of excel and other software like SPSS, etc.

[MB 2302. 4] Formulate and present effective research reports.

PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO 1]. Apply appropriate technical tools in a managerial context.

[PO 2]. Articulate business context in terms of functional aspects.

[PO 3]. Describe inter linkages among functional areas of an enterprise.

[PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.

[PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.

[PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO 10]. Demonstrate the ability to envision the possible negative impact of corporate decision and suggest the correct decision(s) in the context.

[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.

[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Quiz	20 (10*2)
	Project & Presentation	30 (20 +10)
	Class Participation	10
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given	

	which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.

E. Syllabus:

Introduction to Business Research & uses of software: Types of Research, Business Research, Business Research Process, Uses of Software in Data Preparation and Analysis, Business Research Process Design

Research Design Formulation: Measurement and Scaling, Questionnaire Design and its Process, Sample Design: Types of Sampling, Sample size, sampling error

Sources and Data Collection: Types of data, Secondary data sources, Primary Data Collection: Survey and Observation, semi-structured interview, in-depth interview and questionnaire,

Data Analysis and Presentation: Hypothesis testing and errors, Application of Z-test, t-test, F-test and Chi Square-test and Analysis of Variance (ANOVA), Correlation and Simple Regression Analysis, Introduction to Bi-variate & Multi-variate analyses

Result Presentation: Research report writing and presentation of results

F. Text Books:

T 1: Naval Bajpai; Business Research Methods; 2e; Pearson

T2: Cooper R. Donald, Schindler S. Pamela & Sharma J K; Business Research Methods; 11e; McGraw Hill Education

G. References:

C 1: Sekaran U. & Bougie R.; Research Methods for Business; 5e; Wiley

C2: Saunders; Research Methods for Business Students; 2e; Pearson

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
	Introduction and Course Hand-out briefing		Lecture/Discussion	NA	NA

L1	Introduction to Business Research & uses of software	To learn how business research methods can be used as a decision making tool by the managers and get a preliminary idea about the use of software for data preparation and data analysis.	Lecture/PPT	MB 2302.1	Quiz Project End Term
L2	Business Research Process	To understand the roadmap to learn business research methods.	Lecture/PPT	MB 2302.1	Quiz Project End Term
L3	Types of Research	To comprehend the purposes and methods of conducting different types of researches.	Lecture/PPT	MB 2302.2	Quiz Project End Term
L4	Measurement and Scaling	To learn about levels of measurement, scaling techniques and understand the criteria for good measurement.	Lecture/PPT	MB 2302.2	Quiz Project End Term
L5	Questionnaire Design and its Process	To recognize the importance of questionnaire and understand various stages of its development.	Lecture/PPT	MB 2302.2	Quiz Project End Term
L6	Sample Design: Types of Sampling	To understand the premises of sampling theory and various sampling techniques.	Lecture/PPT	MB 2302.2	Quiz Project End Term
L7	Sample size, sampling error	To: 1. Know about the size of the sample and right sample size. 2. Understand the sampling errors, their causes and calculations.	Lecture/PPT	MB 2302.2	Quiz Project End Term

L8	Sources of Data Collection : Secondary	To get the insight of benefits and limitations of using secondary data and roadmap for using secondary data.	Lecture/PPT	MB 2302.2	Quiz Project End Term
L9	Primary Data Collection: Survey and Observation	To elucidate the uses of primary data and learn about different survey method and observation techniques.	Lecture/PPT	MB 2302.2	Quiz Project End Term
L10	Semi-structured interview, in-depth interview	To understand how the primary data can be collected by using the various methods	Lecture/PPT	MB 2302.2	Quiz End term
L11	Primary Data Collection: questionnaire	To understand how the primary data can be collected by administering questionnaire	Lecture/PPT	MB 2302.2	Quiz End term
L12	Data Analysis and Presentation	To learn about various tools of data analysis in business research	Lecture/PPT	MB 2302.2	Quiz Project End Term
L13	Hypothesis testing and errors	Learn hypothesis-testing procedure and understand the concepts of Type I and Type II errors.	Lecture/PPT	MB 2302.3	Quiz Project End Term
L14	Application of Z-test, t-test	Understand the concept of hypothesis testing for a using the z statistic and t statistic.	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L15	F-test and Chi Square-test	Understand the concept of chi-square test for population variance and chi-square test of homogeneity	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L16	Analysis of Variance (ANOVA),	To understand the concept of ANOVA and	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term

[MB 2302.2]						3	3	2						NA	NA	NA
MB 2302.3]									1		1			NA	NA	NA
[MB 2302.4]					1				1		1		2	NA	NA	NA

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Financial Management | MB 6302 | 3 Credits | 3 0 0 3

Session: Feb 20 – May 20 | Faculty: Dr Sankersan Sarkar | Class: III Trimester

- C. Introduction** – Financial management has always been helpful in taking various decisions related to business, it has always helped managers by better analysis of information and inputs for the managerial analysis & better decision making. This course will help students in developing the understanding of the students of the basic concepts of accounting and their applications. It will also enable participants to develop an understanding towards the application of the conceptual knowledge.

The course is divided into seven modules:

- (a) Overview of financial management
- (b) Time value of money
- (c) Cost of capital
- (d) Capital budgeting
- (e) Leverage analysis
- (f) Fund raising
- (g) Capital structure & firm value
- (h) Dividend policy
- (i) Working capital management

- D. Course Outcomes** - On completion of the course the participants shall be able to:

- [2303.1]** Articulate and understand the framework of corporate finance, the key financial decisions, the objective of the firm and develop the skills of financial decision making that would enhance employability.
- [2303.2]** Understand the concepts of risk and return, time value of money and the concept of cost of capital, and apply them in making key financial decisions.

- [2303.3]** Apply the methodology for capital budgeting.
- [2303.4]** Apply the principles related to working capital management.
- [2303.5]** Apply the principles related to the capital structure of a firm.
- [2303.6]** Apply the principles related to the dividend policy of a firm.

E. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Pedagogy

The course will involve the use of lectures, numerical exercises, case discussions and project work. Lectures will be used to explain the principles of corporate finance, concepts, tools and techniques. Numerical exercises will be used to apply the principles and concepts, and put the tools and techniques into practice in order to gain mastery over their application. Project work will be a comprehensive exercise involving the various concepts that will serve both as a learning tool and an evaluation tool.

E. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Formative)	Class Test (Closed Book)	20
	Surprise Quiz-1	10
	Surprise Quiz-2	10
Class Participation (Formative)	Class Participation	10
Term Project (Summative)	Project work	10
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E (i) Alignment of Assessment tools to COs

Course Outcomes	Quiz-1	Quiz-2	Mid Term	Term Project	End Term Exam	Class Participation
CO 2303.1	Y	Y	Y			Y
CO 2303.2	Y	Y	Y	Y	Y	Y
CO 2303.3				Y	Y	Y
CO 2303.4				Y	Y	Y
CO 2303.5					Y	Y
CO 2303.6					Y	Y

E (ii) CO Articulation Matrix

Programme outcomes	CO2303.1	CO2303.2	CO2303.3	CO2303.4	CO2303.5	CO2303.6
PO 1	3	3	3	3	3	3
PO 2	3	2				
PO 3	2	2	1			
PO 4						
PO 5						
PO 6	3	3	3	3	3	3
PO 7						
PO 8					2	
PO 9						
PO10						
PO11						
PO12				2		

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F. SESSION PLAN

Session No.	Topics	Pedagogy	References	Session Learning Outcomes	CLO	PLO
1.	Introduction to financial management – Scope and objectives of finance, profit maximization vs wealth maximization.	Discussion examples & Q – A	T1/Ch.1 & Ch.2	Develop an understanding regarding financial management, learn the scope and objectives of financial management & difference between profit maximization & wealth maximization. L1	CO1	PO1 PO2 PO3 PO6
2.	Introduction to time value of money & learning of concept of compounding & discounting, future value & present value.	Discussion examples & Q – A	T1/Ch.6	Learn the concept of time value of money, understand the meaning of compounding & discounting, learn and apply the concept of future value and present value of money. L2	CO1 CO2	PO1 PO2 PO3 PO6
3	Introduction to annuity & perpetuity, learn the concept solving application based problems of annuity & perpetuity.	Discussion examples & Q – A	T1/Ch.6	Understand & apply the concept of annuity & perpetuity & learn calculating the value of annuity & perpetuity. L2, L4	CO1 CO2	PO1 PO2 PO3 PO6
4	Class exercise – Time value of money	Numerical exercise	T1/Ch.6	Practice the relevant questions related to time value of money.	CO1 CO2	PO1 PO2 PO3 PO6
5	Risk & Return: Basics of risk & return for single asset & portfolio	Numerical exercise	Ch.8	Understand & measure return & risk of investing in various types of securities Apply the concepts to evaluate the required return L1, L2, L4	CO1 CO2	PO1 PO2 PO3 PO6
6	CAPM & numerical exercises	Numerical exercise		Understand & measure return & risk of investing in various types of securities Apply the concepts to evaluate the required return L1, L2, L4	CO1 CO2	PO1 PO2 PO3 PO6
7	Introduction to capital structure and its components. Introduction to different sources of raising funds. Calculation of costs of various sources of capital	Discussion, Q– A & Lectures	T1/Ch.1 4	Develop an understanding about capital structure & its components. Learn about different sources of raising funds. L1	CO1 CO2	PO1 PO2 PO3 PO6
8	Calculation of costs of various sources of capital continued, Cost of external equity	Discussion, Q– A & Lectures	T1/Ch.1 4	To understand & calculate the cost of different sources of finance. L1, L2	CO1 CO2	PO1 PO2 PO3 PO6
9	Concept of WACC using book value, market value & target	Discussion Lecture & Examples	T1/Ch.1 4	To understand the concept of cost of capital & evaluate the same L1, L4	CO1 CO2	PO1 PO2 PO3

	capital structure weights, marginal cost of capital					PO6
10	Introduction to Capital budgeting, Various techniques of capital budgeting	Discussion, Numerical Exercise, Lecture	T1/Ch.1 1	Understand the importance and relevance of capital budgeting decisions. L1	CO1 CO3	PO1 PO3 PO6
11	NPV, IRR, BCR, NBCR methods	Discussion, Lecture and Q – A	T1/Ch.1 1	To apply the various investment appraisal criteria L2	CO1 CO3	PO1 PO3 PO6
12	Estimation of cash flows: For new project, For replacement project	Lecture, discussion & examples	T1/Ch.1 2	To analyse & derive the cash flows from a project L3, L4	CO1 CO3	PO1 PO3 PO6
13	Estimation of cash flows: For new project, For replacement project	Lecture, discussion & examples	T1/Ch.1 2	To analyse & derive the cash flows from a project L3, L4	CO1 CO3	PO1 PO3 PO6
14	Leverage analysis: Concepts of operating, financial & combined leverage	Lecture, discussion, Q-A & examples	T2/Ch.1 4	Understand & apply the concept of different types of leverage & there implications. L1, L2	CO1 CO5	PO1 PO6 PO8
15	Class exercise – leverage	Lecture, discussion & examples	T2/Ch.1 4	Understand & apply the concept of different types of leverage & there implications. L1, L2	CO1 CO5	PO1 PO6 PO8
16	Class exercise – leverage	Lecture, discussion & examples	T2/Ch.1 4	Understand & apply the concept of different types of leverage & there implications. L1, L2	CO1 CO5	PO1 PO6 PO8
17	Mid Term Exam					
18	Capital structure & firm value NI & NOI approach	Lecture Discussions & Q – A	T1/Ch.1 9	Understand the concept of capital structure, the impact of it on firm value. To understand & apply the theories of capital structure L1, L2	CO1 CO5	PO1 PO6 PO8
19	Capital structure & firm value – MM Hypothesis	Discussions , Numerical Exercise & Q – A	T1/Ch.1 9	Understand the concept of capital structure, the impact of it on firm value. To understand & apply the theories of capital structure L1, L2	CO1 CO5	PO1 PO6 PO8
20	Practice exercises, Capital structure decision: ROI-ROE Analysis, EBIT-EPS Analysis	Lecture, discussion & Numerical exercise	T1/Ch.2 0	Understand the concept of capital structure, the impact of it on firm value. To understand & apply the theories of capital structure L1, L2 Analysis the consequences of alternative financing mixes & decide on a rational	CO1 CO5	PO1 PO6 PO8

				mix by applying various tools L3		
21	Dividend policy – Types of dividend policy & factors affecting dividend policy.	Lecture, discussion & Q – A	T1/Ch.2 1	Understand different types of dividend policy & the factors which influence the dividend policy. L1	CO1 CO6	PO1 PO6
22	Dividend policy – Walter’s model, Gordon’s model & MM hypothesis. Practice exercise – Dividend policy	Lecture, discussion & Q – A	T1/Ch.2 1, 22	Understand different types of dividend policy & the factors which influence the dividend policy. L1	CO1 CO6	PO1 PO6
23	Working capital management – Types of working capital & determinants of working capital.	Discussion, Q-A & Numerical Exercise	T1/Ch.2 3	Learn the concept of working capital, different types of working capital & factors influencing the need of working capital. L1	CO1 CO4	PO1 PO6 PO12
24	Operating cycle, Estimation of working capital	Discussion, Q-A & Numerical Exercise		Analyse the operating cycle L3. Evaluate the working capital requirement L4	CO1 CO4	PO1 PO6 PO12
25	Cash budgeting & other cash management issues	Lecture, Discussion, Q-A	T1/Ch.2 4	Understand & apply the cash budgeting technique. L1, L2	CO1 CO4	PO1 PO6 PO12
26	Receivables management issues	Discussion, Q-A	T1/ Ch.25, Ch.26	Decision making on alternative credit policies. Decision making on granting credit. L3, L4	CO1 CO4	PO1 PO6 PO12
27	Sources of working capital financing	Discussion, Q-A	T1/Ch.2 7	Understand the various sources working capital financing.	CO1 CO4	PO1 PO6 PO12
28	Revision class	Revision		Revision		

Bloom’s Taxonomy Levels: L1: Remember & understand, L2: Apply, L3: Analyse & synthesize, L4: Evaluate, L5: Create

G. Project work: Students would be required to form 10 groups of 5 members each. Project topic will be announced in the class. Each group will be required to submit a Project Report.

H. Text Book:

- T1: Financial Management Theory & Practice: Prasanna Chandra

I. Reference Books:

- R1: Principles of Corporate Finance: Brealey & Myers

K. Expectations from Students:

48. Shall read the topics in advance before coming to the class
49. Shall participate in discussions
50. Shall be regular in the class (100% attendance)



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Entrepreneurship and New Venture Planning | MB 6303 | 3 Credits | 3 0 0 3

Session: Feb 20 – May 20 | Faculty: Dr Aanyaa Chaudhary | Class: III Trimester

Courses Perspective

In global economies, entrepreneurship is the engine of economic growth and prosperity. It is important to understand the underlying principles and concepts about entrepreneurship and the entrepreneurial process. This course covers the personal characteristics and qualities of the entrepreneur, innovation, creativity, opportunity assessment, and the role of entrepreneurship in developed and developing economies. Aspects of the family business, an important part of every economy, are also covered to provide an understanding of their role in a developed or emerging economy.

One of the key issues in successfully starting and growing a venture, particularly if outside capital is needed, is to create a business plan. The development of a business plan and all of its components with particular focus on the marketing plan, financial plan, production plan, and organizational plan are presented. The various organizational structures available

are discussed in terms of their applicability as well as important legal issues. The sources of capital and how to obtain them, starting, managing and growing a new venture, new venture valuation, and building a lasting venture are also discussed. The primary goal of this course is to provide an understanding of entrepreneurship and the global business plan. This course will broaden a basic understanding obtained in the functional areas as they apply to new venture creation and growth, the business plan, and obtaining funding.

A. The Learning Outcomes

On completion of the course the participants shall be able to:

CO 1: Develop an understanding of the role and activities of entrepreneurs & evaluate one's own entrepreneurial skills and tendencies.

CO 2: Conceptualize a business idea and develop a business plan.

CO 3: Integrate functional area material as it applies to starting a new venture and its growth. CO 4: Understand the various capital sources and the process of obtaining outside funding.

CO 5: Design a growth strategy and expansion plan for a new venture.

B. Pedagogy

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, papers, presentations, etc., prepared on the dates indicated, to come to the class with the required materials, to take notes, and to read the assignments by the dates due.

C. Course Outline

Entrepreneurship and the Entrepreneurial Mind-Set: The Nature of Entrepreneurship, How Entrepreneurs Think, The Intention to Act Entrepreneurially, Entrepreneur Background and Characteristics, Role Models and Support System, Sustainable Entrepreneurship Corporate Entrepreneurship: Reason for Interest in Corporate Entrepreneurship, Managerial Versus Entrepreneurial Decision Making, Establishing Corporate Entrepreneurship in the Organization. Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities: New Entry, Generation of a New Entry Opportunity, Entry strategy for New Entry Exploitation, Risk Reeducation Strategies for New Entry Exploitation . Creativity and the Business Idea: Ideas from Trends Analysis, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving, Creativity and Entrepreneurship, Entrepreneurship Innovation, Opportunity Recognition, Product Planning and Development Process, E-Commerce and Business Start-up. Identifying and Analyzing Domestic and International Opportunities: Opportunity Recognition and the Opportunity Assessment Plan, Information Sources, Sources of Information for Start-up Entrepreneurs in India, The Nature of International Entrepreneurship, Foreign Market Selection, Entrepreneurial Entry Strategies, Entrepreneurial Partnering, Barriers to International Tread, Implication for the Global Entrepreneur. Protecting the Idea and the Other Legal Issue for the Entrepreneur: Intellectual Property, Need For a Lawyer, How to Select a Lawyer? Legal Issues in Setting up the Organization, Patents, Business Method Patents, Stat-up Without a Patent, Trademarks, Copyrights, Trade Secrets and Noncompetition Agreements, Licensing, Product Safety and liability, Insurance. The Business Plan: Creating and Starting the Venture: Planning as Part of the Business Operation, Business Plan, Writing the Plan, Scope and Value of the Business Plan, How Do Potential Leaders and Investors Evaluate the Plan? Presenting the Plan, Information Needs, Financial Information Needs, Using. The Marketing Plan: Industry Analysis, Marketing Research for the New Venture, Difference between a Business Plan and a Marketing Plan, Preparing the Marketing plan, Characteristics of a Marketing Plan, The Marketing Mix, Steps in Preparing the Marketing Plan. The Organizational Plan: Developing the Management Team, Legal Forms of the Business, Tax Attributes of Forms the Business, The Limited Liability Company, Building the Management Team and a Successful Organization Culture, The Role of a Board Director, The Board of Advisor, The Organization and use of Consultants. The Financial Plan: Operating and Capital Budgets, Forecasting Sales, Pro forma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Break-Even Analysis, Pro Forma Sources and Applications of Funds Statement. Sources of Capital: Personal Funds, Family and Friends, Commercial Banks, Role of government agencies, R & D Partnerships, Govt. Grants, Pvt. Placement, Boot Strap Financing. Informal Risk Capital, Venture Capital and Going Public: Financing the business, valuing the company, deal structure, going public and underwriter selection, Registrations. Strategies for Growth and managing

implications: Growth strategies, implications, overcoming pressure on existing HR, employee, entrepreneur Accessing resources for growth from external sources: external support, joint ventures, acquisitions, mergers, leveraged buyouts, franchising. Succession planning and strategies for harvesting and ending the venture: exit strategy, succession of business, option for selling the business, bankruptcy law for companies in India, reorganization and keeping the venture going, warning signals of bankruptcy, Business turnaround.

D.Session Plan

Sessio n	Course Contents	Book Chapter/Reading/C ase	Pedagogy	Learning Outcomes	C O	P O
Sessio n 1 & 2	The nature and importance of Entrepreneurs, Introduction to Entrepreneurships, Corporate Entrepreneurship and Global Enterprise and Identifying Opportunities	Course Introduction and Introduction to Entrepreneurship Chapter 1	Class Lecture and Discussion	To understand the concept of entrepreneurship. To be able identify the basic types of startup ventures.	C O 1	P O 1
Sessio n 3 & 4	The Entrepreneurial and Intrapreneurial Mind. Characteristics and Personalities of Entrepreneurs and the Decision to be an Entrepreneur. The Individual Entrepreneur	Chapter 2 Management Game: The Desert Survival	Simulation/Game	To explain the aspects of the entrepreneurial process. To explain the differences between the entrepreneurial and managerial domains.	C O 1	P O 1
Sessio n 5	Entrepreneurial Strategy: Generating and Exploiting New Entries	Chapter 3 Case: An aspiring Entrepreneur	Case and class discussion	To be able to identify some key entrepreneurial feeling and Motivations.	C O 1	P O 1

				To be able to identify key elements in an entrepreneurs background.		
Sessi n 6	Creativity and the Business Idea. Quiz 1	Chapter 4 Case: The capital Constraint	Creativity Exercise	To understand various sources of ideas for new Venture. To discuss methods available for generating new venture ideas. To discuss creativity and the techniques for creative problems solving.	C O 2	P O 1
Sessi n 7	Legal Issues for the Entrepreneur	Chapter6	Expert Lecture	To identify and distinguish intellectual property assets of a new venture including software and websites, To understand the nature of patents, the rights the providers and the process for filling one.	C O 3	P O 1
Sessi n 8 & 9	The Business plan	Chapter 7 & Case: The Engineered Entrepreneur	Case Discussion	To be able to develop the business plan and understand Who prepares it, Who read it? And how	C O 2	P O 2

				it is evaluated.		
Sessio n 10 & 11	The Marketing plan, The Executive Summary and Market Evaluation and	Chapters 8 & Case : The Unwilling Market	Case Discussion/Quiz	To understand the relevance of industry and competitive analysis to the market planning process. To describe the role of marketing research in determining marketing strategy for the marketing plan.	C O 3	P O 4
Sessio n 12 & 13	The Organizational Plan. Quiz 2	Chapters 9	Lecture	To identify the types of financing available.	C O 3	P O 2
Sessio n 14	The Financial Plan	Chapter 10	Expert Lecture		C O 3	P O 4
Sessio n 15	Sources Of Capital	Chapter 11	Expert Lecture	To understand the importance of the management team in launching a new venture, To understand the advantages and disadvantages of the alternative legal forms for organizing a new venture.	C O 3	P O 4
Sessio n 16	Informal Risk Capital and Venture Capital	Chapters 12 & Case 9 Future Designs	Class Discussion and Case	To understand the role of budgets in preparing pro forma statements, To understand why positive profits can still result in a negative cash flow.	C O 4	P O 1

Session 17	Case: Bail Me Out Quiz 3	Case	Class Lecture and Case Discussion	To explain the basic stages of venture funding, To discuss the informal risk-capital market	C O 4	P O 4
Session 18 & 19	Strategies for Growth and Managing the Implication of Growth.	Chapter 13	Class Lecture and Case Discussion	To be able to assess the attractiveness of a new entry opportunities.	C O 5	P O 3
Session 20	Comprehensive case/ Quiz 4	Case	Case Discussion	To know where to look for (or how to create) possible growth opportunities.	C O 5	P O 3
Session 21 & 22	Business Plan Presentations		Student Presentation		C O 2	P O 4
Session 23 & 24	Business Plan Presentations		Student Presentation		C O 2	P O 4

F. Evaluation Scheme

Instructor led continuous evaluation

Mid-term examination	20%
End-term examination	40%
Project	15%
Presentations	05%
Class Participation	10%
Quiz/Class Test	10%

G. Students Roles and Responsibilities

1. All students must be seated in the class within 5 minutes of the commencement of the session. The class room will be bolted from inside after this time period.
2. You are expected to read all topics/cases etc. before coming to the class. Students are expected to buy the text book mentioned in the course handout within one week of receiving the outline.
3. All are expected to participate actively in discussions that take place in the class room.
4. You will have to maintain 100 % attendance in the class. Leave shall be granted only with prior permission for urgent & essential work only.
5. You will submit all types of assignments within given time frame.

6. You will work in team & contribute to the team functions.
7. You will be asked to make presentation and teach in your class.
8. You will undertake field and real time projects.
9. You will actively engage yourself in all activities of the School. Any absence will be dealt with separately according to the code of conduct.
10. You will come in the class properly dressed and neatly trimmed hair. No untowardly growth of hair on face. The dress code is plain formal trousers full sleeve shirt & black shoes.

H. References

Main Text Book

- Robert D. Hisrich; Mathew J Manimala; Michael P Peters; Dean A Shepherd, *Entrepreneurship, 9th Edition*, McGraw-Hill Education, 2014 or latest edition.

I. Additional Readings (New paper supplements and Web Resources)

The Economic Times
The Journal of
Entrepreneurship
Entrepreneur: Magazine

J. Industry Project (Group Assignment): Business Plan

- A. The business plan should be comprehensive enough to give a potential investor a complete understanding of the venture and will help the entrepreneur clarify his or her thinking about the business.

B. Introductory Page

1. The title page provides a brief summary of the business plan's contents, and should include:
 - a. The name and address of the company.
 - b. The name of the entrepreneur(s), a telephone number, fax number, e-mail address, and website.
 - c. A paragraph describing the company and the nature of the business.
 - d. The amount of financing needed.
 - e. A statement of the confidentiality of the report.
2. It also sets out the basic concept that the entrepreneur is attempting to develop.

C. Executive Summary

1. This section is prepared after the total plan is written.
2. It should be two to three pages in length.
3. The summary should concisely highlight the key points in the business plan.
4. Questions that should be addressed include:
 - a. What is the business concept or model?

- b. How is this business concept or model unique?
 - c. Who are the individuals starting this business?
 - d. How will they make money and how much?
5. If the business has a strong growth plan and expects to be positioned for an IPO, then the summary should also include an exit strategy.
6. Any supportive evidence that might strengthen the case should be included.
7. Remember that this section is only meant to highlight key factors and provide a strong motivation to the potential investor to read it in its entirety.

D. Environmental and Industry Analysis

1. The entrepreneur should first conduct an **environmental analysis** to identify trends and changes occurring on a national and international level that may impact the new venture.
2. Examples of environmental factors are:
 - a. Economy
 - b. Culture
 - c. Technology
 - d. Legal concerns
 - e. All of the above external factors are generally uncontrollable.
3. Next the entrepreneur should conduct an **industry analysis** that focuses on specific industry trends such as:
 - a. Industry demand
 - b. Competition
 - c. There are numerous sources that the entrepreneur can consult to attain general industry and competitive data.
4. The last part of this section should focus on the specific market.
 - a. This would include such information as who the customer is and what the business environment is like.
 - b. This information is significant to the preparation of the marketing plan section.
 - c. There are also numerous sources of data for this information as well.

E. Description of the Venture

1. The **description of the venture** should be detailed in this section.
2. This should begin with the mission statement or company mission, which describes the nature of the business and what the entrepreneur hopes to accomplish with that business.
3. Key elements should be described in detail, including the product or service, location and size of the business, personnel, background of entrepreneur, and history of the venture.
4. The emphasis placed on location is a function of the type of business.
 - a. In assessing the space the business will occupy, the entrepreneur

should consider parking, access from the roadway, access to customers and suppliers, and zoning laws.

- b. An enlarged local map is helpful.
5. Maps that locate customers, competitors, and alternative locations can be helpful.
6. If the building or site decision involves legal issues, the entrepreneur should hire a lawyer.

F. Production Plan

1. If a new venture is a manufacturing operation, a **production plan** is necessary.
2. This plan should describe the complete manufacturing process, including whether or not the process is to be subcontracted.
3. If the manufacturing is carried out by the entrepreneur, the plan should describe the physical plant layout and machinery and equipment needed.
4. If the new venture does not include any manufacturing functions, this section would be eliminated.

G. Operations Plan

1. All businesses—manufacturing or non-manufacturing—should include an operations plan as part of the business plan.
2. This section describes the flow of goods and services from production to the customer.
3. This would be a convenient place to discuss the role of technology in the business transaction process.
4. If the venture is not manufacturing, this section would be titled *operational plan*.
5. The entrepreneur would need to describe the chronological steps in completing a business transaction.

H. Marketing Plan

1. The **marketing plan** describes how the products will be distributed, priced, and promoted.
2. Marketing research evidence to support critical marketing decision strategies and forecasting sales should be described in this section.
3. Potential investors regard the marketing plan as critical to the venture's success.
4. Marketing planning will be an annual requirement and should be regarded as the road map for short-term decision making.

I. Organizational Plan

1. The **organizational plan** section is the part of the business plan that describes the venture's form of ownership.
2. If the venture is a partnership, the terms of the partnership should be included.
3. If the venture is a corporation, this should include the number of shares authorized, share options, and names and addresses of the directors and officers.

4. It is helpful to provide an organization chart indicating the lines of authority.
5. This chart shows the investor who controls the organization and how members interact.

J. Assessment of Risk

It is important that the entrepreneur make an **assessment of risk** in the following manner:

1. The entrepreneur should indicate the potential risks to the new venture.
2. Next should be a discussion of what might happen if these risks become reality.
3. Finally the entrepreneur should discuss the strategy to prevent, minimize, or respond to these risks.

K. Financial Plan

1. The **financial plan** determines the investment needed for the new venture and indicates whether the business plan is economically feasible.
2. Three financial areas are discussed:
 - a. The entrepreneur should summarize the forecasted sales and expenses for the first three years.
 - b. Cash flow figures for three years are needed, with the first year's projections provided monthly.
 - c. The projected balance sheet shows the financial condition of the business at a specific time.

L. Appendix

1. The appendix contains any backup material not included in the text of the document.
2. Reference to any of the documents in the appendix should be made in the plan itself.
3. Possible documents:
 - a. Letters from customers, distributors, or subcontractors.
 - b. Secondary or primary research data.
 - c. Leases, contracts, and other agreements.
 - d. Price lists from suppliers and competitors.

K. Mapping of Assessment, COs and POs

RUBRIC FOR CO ATTAINMENT

Sr	Assessment Tools	CO 1	CO 2	CO 3	CO 4	CO 5
1.	Quizzes	✓		✓	✓	✓
2.	Field Projects	✓	✓	✓	✓	✓
3.	Case Discussion	✓	✓	✓	✓	✓
4.	Mid Term Exam	✓	✓			
5.	End Term Exam	✓	✓	✓	✓	✓

Mapping of Programme Outcomes to Course Outcomes

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO 12
CO1	2	2	2			2	2	3	1	3	3	3
CO2	3	3	3	2	3	3	3	2	1	3	3	3
CO3	3	3	3	3	3	3	2	2	1			
CO4			1	3	1	3	3	3	2	3	2	2
CO5	2	2	3	3	2	3	2	3	2	3	3	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Contact Details and Interaction Timings

Contact Person:
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MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

Strategic Management MB 6304 [3 Credits] [3 0 0 3]

Session: Feb 20- May 20 | Faculty: Dr Archana Poonia | Class: MBA III Trimester

Introduction: This course is offered to make the participants familiar with examining a business firm as a whole and to enable them to integrate the various functional disciplines. It is designed to integrate the accepted theories in the area with real-world applications to provide participants with the basic knowledge and skills needed for strategic management

A. Course Outcomes: At the end of the course, students will be able to

- [2305.1] Understand needs of modern global organisations
- [2305.2] Appreciate integration of different functions of management
- [2305.3] Understand the external environment of an organisation and its impacts
- [2305.4] Understand the key business concepts and strategies applicable to organisations
- [2305.5] Assess corporate performance and evaluate strategies
- [2305.6] Appreciate the Social, Ethical and Political issues underlying Business

B. Program Outcomes

PROGRAM OUTCOMES

- **PO 1.** Apply appropriate technical tools in a managerial context.
- **PO 2.** Articulate business context in terms of functional aspects.
- **PO 3.** Describe inter linkages among functional areas of an enterprise.
- **PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- **PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- **PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- **PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- **PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- **PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- **PO 10.** Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.
- **PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- **PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken

C. Assessment Plan:

Criteria	Description	Maximum Marks
	Quiz I (Close Book)	10
	Quiz II (Close Book)	10

Continuous Assessment (Summative)	Project (Group)	25
	Class Discussion	15
End Term Exam (Summative)	End Term Exam (Open Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Trimester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Activity Assignment (Formative)	There are situations where a student will have to work in groups as part of a flipped classroom. Although these works are not graded with marks, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

D. Text / Reference Books:

- Wheelen-Hunger, Concepts in Strategic Management and Business Policy, 15th Edition, Pearson, 2018
- HBS Press, HBR's 10 Must Reads on Strategy
- Kachru, Strategic Management 2 Edition, McGrawhill

E. Lecture Plan:

Lec No	Topics	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1,2,3	Basic concepts of Strategic Management	To acquaint and clear expectations. Why studying strategic management has become important for business in World and specifically in India	Lecture and Activity	2305.1	Quiz I End Term Exam
4, 5	Corporate Governance and Ethics in Strategic Management	Appreciate the Social, Ethical and Political issues underlying Business	Lecture and Activity	2305.6	Quiz I End Term Exam
6,7, 8,9	Environment Scanning and Industry Analysis	Importance and methods of analysing external environmental variables and identification of key success factors	Lecture, Activity and Case Discussion	2305.3	Project Quiz II Class Discussion End Term
10,11, 12, 13	Organizational Analysis and Competitive Advantage	Understand business model, value chain analysis and resource based approach towards organisation analysis	Lecture and Case Discussion	2305.4	Project Quiz II Class Discussion End Term
14,15,16, 17	Strategy Formulation	Understand the framework of evaluating business strategy and corporate performance	Lecture and Case Discussion	2305.5	Project Quiz II Class Discussion End Term
18,19, 20	Evaluation and Control	Understand the implication of strategic management on different functions of business	Lecture, activity	2305.2	End Term

F. Course Articulation Matrix: (Mapping of COs with POs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											
		P	P	P	P	P	P	P	P	P	P	P	P
		O 1	O 2	O 3	O 4	O 5	O 6	O 7	O 8	O 9	O 10	O 11	O 12
2305.1	Understand needs of modern global organisations		2			1							
2305.2	Appreciate integration of different functions of management		2	3	3		1						

2305.3	Understand the external environment of an organisation and its impacts							3	3				
2305.4	Understand the key business concepts and strategies applicable to organisations							3	2				
2305.5	Assess corporate performance and evaluate strategies										1	2	3
2305.6	Appreciate the Social, Ethical and Political issues underlying Business		2							3			

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Information Management for Business | MB 6305| 3 Credits | 3 0 0 3

Session: Feb 20 – May 20 | Faculty: Dr Sudhendar Hanumantha Rao Class: MBA III Trimester

A. Course Perspective:

The course focuses mainly on the concepts and the understanding of applications rather than on specific techniques or the developmental tools. Presentation of the course, therefore, is in an interactive format including exercises, caselets and readings. The course borrows many ideas and concepts from other functional subjects to build up understanding among the participants.

This programme is designed to create the next generation of CXOs. These CXOs are business and IT savvy and can demonstrably deploy IT capital towards business efficiency and innovation. At the same time, they can speak the language of the board. The programme is conceived and delivered by visionary faculty who have more than a decade of experience in the design of organisation. It bridges key gaps in the CXO skill-set and the core functional areas of business.

In addition, this course emphasises the use of low cost, rapid innovation to create top-line growth, impact and relevance for CIOs within the firms. The learning objectives of this programme are to take the participants on a transformative journey, where they can think beyond technology. Enabling key business processes to be created and extended into enterprise which can connect seamlessly with the stakeholders. Exemplary CXOs today can orchestrate business agility by stitching together services on demand from a global pool of resources and can play a direct role in frontline business processes such as product design and forecasting.

This course introduces participants to the many ways networked markets are transforming the economy and provides strategies for designing, monetizing, and launching a digital platform.

In this course you will learn about the fundamentals of digital transformation, identify why platforms beat products and how can you make your business a platform. You will learn how to launch and grow a digital platform and identify how to leverage open innovation for your platform. This course also equips you with the knowledge on governing your platform, strategically evaluating your competition and provides you with a futuristic view of digital transformation across industries.

B. Programme Outcomes: The learning and abilities or skills that a student would have achieved at the end of the two years programme

- PO 1.** Develop knowledge to lead digital transformation in organizations.
- PO 2.** Understand business technology in Globalized business environment.
- PO 3.** Describe inter linkages among functional areas of a global enterprise.
- PO 4.** Analyze and interpret the information systems, organization structure and strategy of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts information management and demonstrate their application in specific digital business context.

PO 6. Describe a problem faced by a digital enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal stakeholders and demonstrate the ability to form a digital strategy and steps of its implementation.

PO 9. Describe a context of ethical dilemma, social issues and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Describe the issues pertaining to knowledge management in a given context of a digital enterprise.

PO 11. Demonstrate the ability to take decisions as a leader of a digital enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

PO12 Elaborate emerging business technologies that will influence future supply chain, customer relationship, human capital and environment.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand about the information management in business and its various types in an organization.

CLO 2: Understanding the digital transformations required in the organizations.

CLO 3: Understanding design and implementation of information management strategies.

CLO 4: Learning to design digital strategies for next generation of enterprises

D.Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

End term examination 40%

Quizzes 20%

Student presentation /activity/ Role Play 20%

Class participation 20%

Alignment of COs & POs

(i) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

(j) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1	2		1	
PO 2	3			
PO 3	2		2	
PO 4		2		
PO 5				3
PO 6				1

PO 7		3		2
PO 8			2	
PO 9	1			1
PO10			3	
PO11				
PO12	1	1		1

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F: Course outline:

How Technology Changes Business? The paradigm of disruption, Path to Digital Transformation, Elements of business technology, Online Business models for Digital partnership, Designing Information Capabilities for Competitive Advantage, Knowledge Management in Social Enterprise, Leveraging AR/VR and Immersive technologies for Business 4.0, Industrial Internet of things, smart manufacturing and Industry 4.0 next generation manufacturing and supply chain.

G. Session Plan

S. No	Particulars	Pedagogy	Learning Outcomes
1	Information Systems in Global Business Today.	PPT	Introduction to ERP, CRM, and SCM systems
2	Global E-Business and Collaboration	PPT	Integration with global trade and digital collaboration paradigms
3	Information Systems, Organizations, and Strategy	Lecture	Knowledge about types information systems within the organization.
4	Information Systems, Organizations, and Strategy	PPT	Knowledge about types information systems within the organization.
5	Ethical and Social Issues in Information Systems Project Allocation.	PPT	Data Security and Privacy issues. Global Data Security Regulations
6	Case study	Discussion	Preparing organizations for Business 4.0
7	Case Study	Discussion	Preparing organizations for Business 4.0
8	IT Infrastructure and Emerging Technologies	PPT	Cyber Physical Systems and Emerging IT Infrastructure technologies.
9	Foundations of Business Intelligence: Databases and Information Management	PPT	Business Intelligence architecture for digital transformation.
10	Telecommunications, the Internet, and Wireless Technology	PPT	Knowledge about next generation telecom and wireless technologies.
11	Securing Information Systems	PPT	IT and data security strategies.
12	Achieving Operational Excellence and Customer Intimacy: Enterprise Applications	PPT	Proactive customer engagement paradigm and leveraging omni channel

13	Achieving Operational Excellence and Customer Intimacy: Enterprise Applications & Mid Tern Quiz	PPT	Proactive customer engagement paradigm and leveraging omni channel
14	E-Commerce: Digital Markets, Digital Goods	PPT	E-commerce for digital disruption and Designing Information Capabilities for Competitive Advantage
15	E-Commerce: Digital Markets, Digital Goods	PPT	E-commerce for digital disruption and Designing Information Capabilities for Competitive Advantage
16	Project Review	PPT	
17	Managing Knowledge	PPT	Learning organization for Enterprise 2.0
18	Enhance Decision Making	PPT	Knowledge about decision support system.
19	Case Study 2	Discussion	Get acquainted with role competency
20	Case study 2	Discussion	
21	Emerging Business Technologies	PPT	Technology-Enabled Disruption for Business 4.0
22	Emerging Business Technologies	PPT	Technology-Enabled Disruption for Business 4.0
23	Project Presentation	PPT	
24	Project Presentation	PPT	

Text :

1. Laudon, Kenneth C. & Laudon, Jane, P. *Management Information Systems – Managing the Digital Firm*. 12th Edition. New Delhi : Pearson Education.

Additional Readings :

- 1 Haag, Stephen; Baltzan, Paige; & Phillips, Amy. *Business Driven Technology*. 2nd Edition. New Delhi : Tata McGraw Hill Education Private Limited, 2009.
2. Kelley, George. *Selected Readings on Information Technology Management :Contemporary Issues*. New York : Information Science Reference, 2009.
3. Miller, Lisa. *MIS Cases: Decision Making with Application Software*. 3rd Edition. Pearson Education, 2008.
4. O'Brien, James A.; Marakas, George M.; & Behl, Ramesh. *Management Information Systems*. 9th Edition. New Delhi : Tata McGraw Hill Education Private Limited, 2010.
5. Oz, Effy. *Management Information Systems*. Boston:Cengage Learning, 2009.

6. Rainer, R. Kelly; Potter, Richard E.: Turban, Efraim. Introduction to Information Systems. John Wiley & Sons Inc. 2006.
7. Turban, Efraim; Wetherbe, James; and others. *Information Technology for Management: Transforming Organizations in the Digital Economy Introduction to Information Technology*. John Wiley & Sons, Inc., 2007.

K. Expectations from Students:

51. Shall read the topics in advance before coming to the class
52. Shall participate in discussions
53. Shall be regular in the class (75% attendance)
54. Shall complete all the assignments in time
55. Shall work in team
56. Shall undertake field and real time projects
57. Shall be punctual in class
58. Classroom doors shall be closed after 5 min. of the start of the class.

L. Faculty Details and meeting timings:

Dr Sudhendar Hanumantha Rao

Contact Hours: Any time over phone or skype

Email: Sudhendar.rao@jaipur.manipal.edu

MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce

Course Hand-out

Business Communication III | MB 6306 | 1 Credit | 0 0 2 1

Session: Feb 20 – May 20 | Faculty: Dr Arun Kumar Poonia | Class: III Trimester



Introduction: Communication is one of the most valuable skill that helps students excel in their career. This course provides writing, oral, and collaborative skills necessary for future business courses, internships, and professional positions. The course will confine to English language only.

B. Course Outcomes: At the end of the course, students shall be able to,

[MB6306.1]. Write effective official communication meaningfully for various purposes

[MB6306.2]. Prepare for and conduct a professional meeting

[MB6306.3]. Develop proficiency in feedback, counselling and negotiation skills

[MB6306.4]. Handle various conflicting situations at the workplace.

C. PROGRAM OUTCOMES

- [PO.1] Apply appropriate technical tools in a managerial context.
- [PO.2] Articulate business context in terms of functional aspects.
- [PO.3] Describe inter linkages among functional areas of an enterprise.
- [PO.4] Analyse and interpret the performance of an enterprise and its various functional unit.
- [PO.5] Articulate various concepts in management and demonstrate their application in specific business context.
- [PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.
- [PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Individual assignments/presentations	20
	Group assignments/presentations	20
	Conduct/collaborative skills	20
End Term Exam (Summative)	End Term Exam	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E. Syllabus:

Assertive Communication : Class Exercise., Handling an Aggrieved Employee : Home Work & Class Exercise., Handling an Angry Customer : Home Work & Class Exercise., Elements of a Good Meeting : Home Work & Class Exercise., Conducting / Participating in a Meeting : Home Work & Class Exercise., Giving Feedback & Counselling : Home Work & Class Exercise., Negotiation : Home Work & Class Exercise., Breaking a Bad News : Home Work & Class Exercise., Communication for Damage-Control : Home Work & Class Exercise.

F. References:

Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lantz, Neerja Pande, Business Communication, McGraw-Hill (India) Pvt. Ltd, 13/e

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1	Introduction to Business Communication	Understanding various elements of communication	Lecture/ Class discussion	NA	End term
2	Introduction to Assertive Communication	To communicate to the point and clearly and assertively	Lecture/ Class discussion	MB6306.1	End term

3-4	Handling an Aggrieved Employee	To know about various factors To handle aggrieved employees	Case Study, Written assignment by students and feedback	MB6306.1 MB6306.4	Assignment End term
5	Handling an Angry Customer	To look into various reasons To work on solutions for the same	Class exercise	MB6306.1 MB6306.4	Assignment
6	Elements of a Good Meeting Conducting / Participating in a Meeting	To find out the elements of a good meeting. To Prepare for a good meeting	Lecture/ Class discussion	MB6306.1 MB6306.2	Assignments End term
7	Giving Feedback & Counselling	To learn the essentials of a feedback To know how about counselling process	Presentation by students and feedback	MB6306.1 MB6306.3	Assignment
8	Negotiation	To learn about the power of negotiation To understand the impact of negotiations	Presentation by students and feedback	MB6306.1 MB6306.3	Assignment
9	Breaking the bad News	To understand the emotional aspects of bad news To learn how to formulate and pass on bad news	Presentation by students and feedback	MB6306.1 MB6306.4	Assignment
10	Communication for Damage-Control	To know about various conflicting situations arising in an organization To learn to communicate for damage control.	Presentation by students and feedback	MB6306.1 MB6306.4	Assignment

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
[MB6306.1]	Write effective official communication meaningfully for various purposes	1	2	1	1	1	1				1	1	
[MB6306.2]	Prepare for and conduct a professional meeting	1	3	1	1	2							1
[MB6306.3]	Develop proficiency in feedback, counselling and negotiation skills	3				1					1	1	1
[MB6306.4]	Handle various conflicting situations at the workplace				2	1	1	1			1	1	1

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Consumer Behavior | MB 2401 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 20 | Faculty: Dr Smita Sharma | Class: IV Trimester (Program Elective)

A. Course Objective

The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing functions of firms. The course will familiarize students with consumer behavior and influence of various external factors on their behavior. The course also exposes students to the process of consumer decision making. It also focuses on concepts of consumer perception and learning and consumer research process.

Course Modules:

The course is divided into the following modules:

1. **Introduction to Consumer Behaviour**
2. **The Consumer Research Process**
3. **Market Segmentation and Strategic Targeting**
4. **Consumer Motivation**
5. **Personality and Consumer Behaviour**
6. **Consumer Perception**
7. **Consumer Learning**
8. **Attitude Formation and Change**
9. **The Family and Social Class**
10. **Influence of Culture on Consumer Behaviour**
11. **Marketing Ethics and Social Responsibility**
12. **Consumer Decision Making**

B. Programme Outcomes: The learning's and abilities or skills that a student would have achieved at the end of the two years programme

PO 1. Apply appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyze and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. Course Learning Outcomes

On completion of this course the learners will be able to:

CO1. Familiarize and understand the concept of consumer behavior.

CO2. Expose students to consumer perception and learning.

CO3. Apply the concept of consumer decision making to buying decisions.

CO4. Apply the understanding relating to consumer research to real time cases and life skills.

CO5. Understand and be aware of the elements of marketing ethics.

CO6. Analyze the principles of social responsibility and their application on enhancing employability and entrepreneurship.

D. Pedagogy

The course will involve the use of lectures, real time case studies and case discussions. Lectures will be used to explain the valuation principles, concepts, tools and techniques. Numerical exercises will be used to apply the valuation principles and concepts and put the tools and techniques into practice in order to gain mastery over their application. Case discussion will be used to enable the students to get an understanding of the “big picture” of consumer behavior.

E. Evaluation Scheme

Mid-term examination	20%	
End-term examination	40%	
Term Project	10%	
Class Participation	10%	
Surprise Quiz-1	10%	
Surprise Quiz-2	10%	

E (i) Alignment of Assessment tools to COs

Course Outcomes	Quiz-1	Quiz-2	Mid Term	Term Project	End Term Exam	Class Participation
CO 2401.1	Y	Y	Y	Y		Y
CO 2401.2	Y	Y	Y	Y		Y
CO 2401.3			Y	Y	Y	Y
CO 2401.4				Y	Y	Y
CO 2401.5				Y	Y	Y
CO 2401.6					Y	Y

E (ii) CO Articulation Matrix

Programme outcomes	CO 2401.1	CO 2401.2	CO 2401.3	CO 2401.4	CO 2401.5	CO 2401.6
PO 1	3	2	2			
PO 2			1			
PO 3	1	2	3			
PO 4		1		2		
PO 5	3	3	2	3	3	
PO 6			2			
PO 7	2			3	2	3
PO 8			2			2
PO 9				1		
PO10	2				2	3

PO11		3	2			
PO12	2				1	1

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

G. Session Plan

S.No.	Contents	Reference	Pedagogy	Session Learning outcomes	COs	POs
1	Introduction to Consumer Behavior		Lecture and Discussion	Understand concept of consumer behavior	CO1	PO1 PO3 PO5 PO10 PO12
2	Consumer Behavior: Development, Interdisciplinary Nature, Introduction to Model of consumer decision making; Nicosia model, Howard Sheth model, Belch model		Lecture and Discussion	Understand the various models and their applicability	CO2	PO5 PO1 PO3
3	Engel-Blackwell-Miniard model		Lecture and Discussion	Understand the models	CO3	PO1 PO2 PO3 PO5 PO6 PO8 PO11
4	Case Studies in consumer behavior		Simulation, case study Live Project and Discussion	Application of the various models	CO4	PO5 PO9
5	Case study in Consumer Behavior		Lecture and Discussion	Application of various theories of consumer behavior	CO5	PO5 PO7 PO10 PO12
6	Market Segmentation and Strategic Targeting		Simulation Case study Live project and Discussion	Understand STP	CO6	PO7 PO8 PO10 PO12
7	How consumer behavior variables provide framework for strategically planning the STP;		Lecture and Discussion	Strategical Planning of STP	CO1	PO1 PO2 PO3 PO5
8	Consumer Motivation Motivation as a psychological force, The dynamics of motivation		Lecture and Discussion	Understanding the concept of motivation	CO1	PO1 PO4 PO5 PO8
9	Types and Systems of Needs, The measurement of motives, Culture and need states		Simulation Case study and Live Project Lecture and Discussion	Measurement of Motivation	CO4	PO1 PO2 PO3 PO5
10	Personality and Consumer Behaviour What is personality? Theories of personality,		Lecture and Discussion	Expose students to concept of personality	CO1	PO1 PO2 PO5 PO12

	Personality and understanding consumer behavior					
11	Brand personality, Self and Self Image, Virtual Personality or self;		Lecture and Discussion	Familiarize with brand concepts	CO3	PO1 PO2 PO3 PO5
12	Consumer Perception Basics		Lecture and Discussion	Familiarize with basics of perception		PO5 PO8
13	Sensory dynamics of perception, Elements of perception, Consumer Imagery		Case study and simulation Lecture and Discussion	Expose to elements of perception	CO2 CO4	PO1 PO2 PO3 PO6
14	Consumer Research Process		Simulation case study Lecture and Discussion	Comprehend the process of research	CO2 CO4	PO1 PO5 PO7 PO9
15	Steps and process of consumer behavior research, Qualitative and Quantitative Marketing Research Model		Simulation Case study Lecture and Discussion	Familiarize with research models in marketing	CO3 CO4	PO1 PO2 PO3 PO5
16	Attitude Formation and Change What are attitudes? Structural models of attitudes		Lecture and Discussion	Expose students to basics and models of attitude	CO2 CO3	PO1 PO2 PO3 PO6
17	Attitude formation, Strategies of Attitude Change		Lecture and Discussion	Familiarize with attitude change	CO2 CO3	PO3 PO5 PO8
18	The Family and Social Class Socialization and related roles of family members, Family decision making and consumption related roles		Lecture and Discussion	Understand role of social pressures in decision making	CO5 CO6	PO1 PO3 PO5 PO12
19	Social Class, The measurement of social class, Lifestyle profiles and social classes		Lecture and Discussion	Expose students to various SEC classifications	CO5 CO6	PO1 PO3 PO5 PO12
20	Influence of Culture on Consumer Behaviour		Lecture and Discussion	Analyze role of culture on behaviour	CO5	PO1 PO5 PO6 PO12
21	What is culture? Culture is learned, Culture is Dynamic		Simulation ,Live project case study Lecture and Discussion	Understand cultural dynamics	CO6	PO1 PO5 PO12
22	Cultural aspects of Emerging Markets		Simulation Case study Lecture and Discussion		CO6	PO1 PO6 PO12
23	Marketing Ethics and Social Responsibility Consumer Decision Making		Simulation case study live project Lecture and Discussion	Familiarize students to process of consumer decision making	CO6	PO1 PO5 PO12

24	Case Analysis		Simulation case study live project Discussion	Familiarize students with application of consumer behavior learnings	CO4, CO6	PO8 PO12
25	Case Analysis		Discussion	Familiarize students with application of consumer behavior learnings	CO4,C O6	PO8 PO12
26	Case Analysis		Discussion	Familiarize students with application of consumer behavior learnings	CO4,C O6	PO8 PO12
27	Project Work		Discussion	Familiarize students with application of consumer behavior learnings	CO6	PO8 PO11
28	Project Work		Discussion	Familiarize students with application of consumer behavior learnings	CO6	PO8 PO11
29	Project Work		Discussion	Familiarize students with application of consumer behavior learnings	CO6	PO8 PO11

Bloom's Taxonomy ; Level of Learning : L1 = Remember & understand

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

Attendance and Participation

It is in students' interest to make every effort to attend all the classes for this course and to complete all preparatory and assessment tasks. It is our experience that those students who do not attend class or carry out the associated activities are more likely to do poorly or to fail the course completely.

A student who has not attended 75% of the classes, held in a course, will not be eligible to appear for the semester end examination.

To become eligible to appear for the semester end examination in this course, the student has to register as a "casual" student in this course (or its equivalent) when the same is offered for the immediate succeeding batch by paying the prescribed fees and fulfil the attendance requirements by attending the classes in the course. The student would undergo internal assessment as well.

If a student, for any reason, discontinues the program of studies he/she may be permitted to resume studies in the succeeding year by registering afresh for the term in which the studies were discontinued. The maximum period for completion of the program would continue to be four years from the date of admission to the program.

Late Submission

Assessment tasks submitted after the due date, without prior approval/arrangement, will be penalised at 10% of the available marks per day. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines

DMS:

DMS is used to host course resources for all courses. Students can download lecture and tutorial notes to support class participation.

Plagiarism:

Plagiarism is the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.

Students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalised equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

Plagiarism is a serious offence.

Adopted Reference Style:

☒APA

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1.	Mid-term test	CO1, CO2, CO4	ePad Exam	20%	Week 9
2	Case Presentation	CO1, CO4, CO5	Group activity	15%	Week 10,12
3	Class Test	CO2, CO3, CO4,CO5s	Descriptive test	15%	Week 12
4	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5	ePad Exam	50%	Week 20

H. Term Project Guidelines:

- The term project will be a group activity and the students have to form a group and take charge of the project.
- The term project will be announced by the Course-In-Charge in the class.
- The students must form groups of 4 (maximum) and the same should be communicated to the Course-In-Charge before the commencement of the term project.
- Each group must submit an individual report. Further the term project must be submitted for evaluation on or before the prescribed deadline.

I. Text & References

- Schiffman, Kanauk and Ramesh Kumar, Consumer Behaviour, 10th Edition, Pearson, 2010
- Sheth, Jagdish N. and Mittal, Banwari, Consumer Behaviour: A Management Perspective, Thomas, 2003.
- Blackwell, Roger D. and Miniard, Paul W., Consumer Behaviour, Cengage Learning, 2006.
- Solomon, Michael R., Consumer Behaviour: Buying, having and being, 8th ed., PHI, 2009.
- Nair, Suja R., Consumer Behaviour in Indian Perspective: Text and cases, 2nd ed., Himalaya Pub. House, 2010.
- Barry J. Babin, Eric G. Harris, and Ashutosh Mohan: CB(Consumer Behavior): A South Asian Perspective' Cengage Learning, 2016.
- David L Mothersbaugh,Del I Hawkins,Amit Mookerjee, Consumer Behaviour, Tata McGraw Hill, 2010.

J. Expectations from Students:

59. Shall read the topics in advance before coming to the class

60. Shall participate in discussions
61. Shall be regular in the class (75% attendance)
62. Shall complete all the assignments in time
63. Shall undertake field and real time projects
64. Shall be punctual in class
65. Classroom doors shall be closed after 5 min. of the start of the class.

K. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) letter grade.
- Marks for Class Participation will be based both on the active involvement of the students in the classroom session and attendance.

L. Faculty Details and meeting timings:

Dr Smita Sharma, Assistant Professor, TSB

Contact Hours: Monday to Friday, Time : 1400 hrs to 1800 hrs

Email: smita.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out
Sales Management | MB 2402 | 3 Credits | 3 0 0 3
Session: Aug 19 – Oct 19 | Faculty: Dr Smita Sharma

D. Introduction: Any Business organisation needs to generate surplus so as to survive and grow. This implies the goods and services produced by the given organisation needs to be sold effectively, efficiently and thus, profitably thereby creating value for all the stakeholders. Selling is the second oldest profession known, in the history of mankind. Sales management course will deal with the strategic understanding of the sales function of the organisation; effective generation, deployment of resources, while it will also help student learn the skills of selling.

E. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO.1] Apply appropriate technical tools in a managerial context
- [PO.2] Articulate business context in terms of functional aspects
- [PO.3] Describe interlinkages among functional areas of an enterprise
- [PO.4] Analyse and interpret the performance of an enterprise and its various functional units

- [PO.5] Articulate various concepts in management and demonstrate their application in specific business context
- [PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concept(s) in that context
- [PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future
- [PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution
- [PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context
- [PO.10] Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context
- [PO.11] Describe the issues pertaining to leadership in a given context of an enterprise
- [PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken

F. Course Outcomes: At the end of the course, students will be able to,

[MB 2402.1]. Identify the factors impacting sales forecasting, territory design and sales quota setting. **(PO.4)**

[MB 2402.2]. Understand, analyse and suggest solutions for business problem for sales function. **(PO.2)**

[MB 2402.3]. Demonstrate the ability of effective selling skills through successful negotiation and objection handling. **(PO.1)**

[MB 2402.4]. Identify issues related to ethics in sales management and selling . **(PO.9)**

D.Suggested Text Book and References

Text Book

1. Cron William L. & De CarloThomas E.(2006), (10th Edition) , New Delhi: Wiley India Pvt Ltd.

References:

- 1.Ingram TN, Laforge RW et al , (2011), (6th Edition), New Delhi : Cengage Learning

D1. Case Studies & Articles

Students shall be provided with the cases in advance. The students are expected to read the articles and cases and come prepared for discussion in the class.

D2. Prerequisites: Marketing Management

E. Tentative Delivery Schedule

Session No.	Topic	Continuous Evaluation	LO	Remarks
1	Course overview			
2	Sale Forces Strategic Role		[MB 2402.1]	Reading Text Book Chapter 1
3	Sales Forecasting Exercise		[MB 2402.2]	Reading Text Book Chapter 2
4	Case Cottle Taylor		[MB 2402.1] , [MB 2402.2]	
5	Sales Territories		MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 3
6	Case Size Does Matter	MT 20%	MB 2402.1] , [MB 2402.2]	
7	Sales Force Management – Supervision , Control Compensation		MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
8	Sales Force Management – Supervision , Control Compensation Case : Battlefield Furniture	5%	MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
9	Sales Force Management – Supervision , Control Compensation Case : Cooper Pharmaceuticals	10%	MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
10	Sales Force Management – Supervision , Control Compensation Case : Alto Chemicals	5%	MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
11	Sales Force Management – Supervision , Control Compensation		MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
12	Sales Promotion		MB [2402.3]	
13	Sales Promotion Groupon Case : Groupon		MB [2402.3]	
14	Selling Approaches		MB [2402.3]	Reading Text Book Chapter 10
15	Personal Selling : Sales Presentation		MB [2402.3]	

16	Personal Selling : Mock on Objection Handling		MB [2402.3]	
17-19	Personal Selling : Mock on Negotiation	10%	MB [2402.3]	
20-22	Personal Selling : Mock on Negotiation		MB [2402.3]	
23-26	Personal Selling : Mock on Closing	10%	MB [2402.3]	
27	Ethical Issues in Sales		MB [2402.4]	

F. Academic Integrity Policy

Students are expected to follow Rules of Conduct and Academic Behavior Standards as detailed in the Student Regulations. Failure to comply with these rules may result in disciplinary actions as stipulated in the Students Regulations.

Note: Copying and plagiarizing in any form for any of the evaluation components will result in zero marks.

G. Evaluation Scheme

Continuous evaluation will be conducted for 60 marks. It is continuous and spread throughout the course. The details of the evaluation components are given below

Sl. No	Evaluation Component	Weight (%)	Date for Evaluation	Learning outcomes	Date of completion of evaluation
1	Mid Term	20		1	Mid of the Course
2	Case Studies	20		2,4	One Week from the date of evaluation
3	Mock Sessions	20		4,5	On the Evaluation Day
5	End Term	40		2,3,4,5	As per Univ. schedule
	Total	100			

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	CORRELATION WITH PROGRAM OUTCOMES	CORRELATION WITH PROGRAM SPECIFIC OUTCOMES
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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
MB [2402.1]	2	3			1										
MB [2402.2]		1		2		3									
MB [2402.3]	3				2	1									
MB [2402.4]									3	2	1				

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

MARKETING CHANNEL MANAGEMENT | MB 2403 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Dr T K Jain

Introduction & Objectives

In the field of marketing, the real battle-field is the retail market where the consumers choose and buy from among brands. It is said that an organization cannot achieve diffusion of its brand until it has successfully achieved diffusion among retailers. However excellent a company's brand management is in terms of creation of brand-awareness and brand purchase intentions among the consumers, the actual purchase is limited by the brand's availability in the points of purchase. To this extent, distribution can be seen to form the bottleneck for the success of a marketing programme. It is not enough to plan to physically spread the product across the retail territory; it is equally important to gain the support of the



distribution channel to ensure that the stocks are made available to the consumers when there is an opportunity to sell to them. That is, it is imperative to understand distribution process as a well-oiled, continuous process. This course is a small attempt to make students understand the intricacies of designing and managing an appropriate distribution channel.

Challenge

Distribution since long remained the most poorly understood aspect of marketing. There is more than one reason for it:

- i. One normally does not get a chance to design a channel too frequently; normally it is strategically designed at the beginning of a business and hence the thought that goes behind such designs are seldom carried forward in time and ranks. Therefore, the holistic understanding of distribution channel eludes most of the managers; and
- ii. Unlike the other aspects of marketing such as product, advertising and pricing—which are decided at the corporate headquarters, distribution takes place at the field; this means, that what is out of sight is out of mind and hence distribution gets a shoddy treatment from the corporate office. However, with the conditions in distribution scenario changing thanks to the growth of technology as well as the growth of modern retail formats, dimensions have increased in managing the design, the strategy, the execution and the dynamic processes.

Course Learning Outcome (CLO)

At the end of this course, students will be able to:

- CLO 1: Integrate the role of distribution in the overall marketing strategy and program
- CLO 2: Demonstrate the ability to design a distribution channel given the company's requirements, the customer-preferences, competition and operational factors
- CLO 3: Demonstrate the skill to evaluate performance of a distribution channel
- CLO 4: Demonstrate the skill to identify conflicts in a channel and the skill to suggest ways of resolving conflicts

Pedagogy

Much of the action-oriented aspects of marketing are best learnt through reflective processes and some of them experientially; Distribution Channel Management is no exception. The focus will be on learner-centric learning. The student will take the lead for achieving his/her learning. It is expected of each and every student that s/he prepares well for the class-sessions, participates actively in class-discussions and synthesize the learning on his/her own. To this effect, the role of the faculty member will be passive, confined to that of a mere facilitator and a class-room administrator at best. This course will be mostly dealt through discussions. The tools used are cases, exercises and a simulation. Keeping this in mind, evaluation in this course involves substantial weightage for the class-preparation/participation.

Class-preparation

Class-preparation does not imply mere reading of the case. It is expected that each student spends time in analyzing the case and brings to class separate sheets of preparatory notes. The faculty member may demand submission of such notes from individuals or entire class as deemed fit. Further, you can expect to be grilled in your analysis to test the depth of your effort. The impression you create about the depth of your preparation will be the basis for grading your class-participation.

Textbook

The textbook prescribed for this book is:

Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel El-Ansary & R.C. Natarajan, **Marketing Channels**, Pearson-Prentice Hall, 7/e

Learning Plan

The session-wise learning plan are shown in the table below. Please ensure that you read the materials mentioned adequately well to make meaningful contribution to the class discussions.

S.No	Session Title & Pedagogy	Reading(s) for the Session
1-2	Introduction to Distribution Channel Management <ul style="list-style-type: none">• Case Discussion	<ul style="list-style-type: none">• Case: <i>Lotus Development Corporation</i>• "Will the real channel manager please stand up?" <i>Business Horizons</i>, Jan-Feb. 2003
3-4	Market Segmentation & Channel Design <ul style="list-style-type: none">• Case Discussion	<ul style="list-style-type: none">• Case: <i>The Case of a Summer Project Report</i>• Chapters 1 & 2 of the textbook

5-6	Channel Flows and Effectiveness Analysis • Case Discussion	• Case: <i>Akshaya Marketing</i>
7	Channel Structure & Intensity • Case Discussion	• Case: <i>Take it Eezee</i> • Chapters 3 & 4 of the textbook
S.No	Session Title & Pedagogy	Reading(s) for the Session
8-9	Channel Logistics & Embedded Conflicts of Interests • Case Discussion	• Case: <i>Swamy & Sons</i>
10	Nuances of Channel Management in Passenger Car Industry in India • Guest Lecture	• Ch. 3 of textbook
11	Role of Retailing in Distribution • Lecture	• Chapter 11 of the textbook
12	Briefing on <i>The Beer Game</i>	Note titled <i>The Beer Game</i>
13-15	BEER GAME	
16-17	Debriefing on <i>The Beer Game</i>	
18-19	Information Management in Distribution Channel • Case Discussion	• Case: <i>Barilla SpA (A)</i>
20-21	Marketing through Multiple Channels • Case Discussion	• Case: <i>Makeup Shake-up</i>
22-23	Managing Channel Performance • Case Discussion	• Case: <i>Radheshyam Agencies</i> • Chapters 6 & 7 of the textbook
24-25	Strategic Alliances in Distribution: Franchising • Lecture	• Chapter 8 & 13 of the textbook
26-27	Managing Channel Conflict • Case Discussion	• Case: <i>Sri Venkateswara Departmental Stores (A)</i>

ATTENDANCE

100% attendance is compulsory in this course due to intensity of this course and the composition of sessions, interspersed with simulations and exercises. Absence from class sessions will result in the student's missing in learning and in deduction of 10 marks per session absented from, from the final marks before grades are assigned. If a student misses three sessions or more, s/he will be given an E-grade without any question. These rules on attendance are non-negotiable.

Evaluation

This course involves continuous evaluation. Students will be evaluated [and be given appropriate feedback wherever applicable] for (i) class preparation & participation; (ii) class-presence [implying active listening and assimilation of discussions]; (iii) active participation in the simulation; (iv) actual and active involvement in the assignment; and (v) comprehension in the course. Participating in *The Beer Game* is an integral part of this course. Missing this simulation will result in an "F" in the entire course. The following modes of evaluation will be used:

Class Preparation & Participation	20%
Quiz	20%
Mid-term Examination	20%
Final Examination	40%

IN-CLASS DISCIPLINE

In addition to the rules framed by Manipal University Jaipur, there are certain additional stipulations applicable in terms of discipline in class. They are:

6. Be before time to the class. Once the class has started, you will not be permitted entry. Failure to adhere to this norm will be tantamount to disruption of class session. It will attract disciplinary action including detention in the first year.

7. Do NOT bring **mobile phones** to the class. If is not practical, then you should deposit your mobile phones, **in off-mode**, in the drop box kept in the class. Failure to adhere to this norm will be tantamount to disruption of class session. It will attract disciplinary action including detention in the first year.
8. The Faculty Member(s) shall be addressed as “Sir”.
9. During discussions, address other students with respect and treat them with dignity. Not listening to another student’s view-point is a form of irreverence.
10. No eatables/drinks will be permitted in the class, except water bottle. Bring your own water bottle and do not pass it around.



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Product and Brand Management | MB 2404 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Dr Smita Sharma | Class: IV Trimester (Program Elective)

A. Course Perspective

The purpose of this course is to make its target audience understand the significance of brands. The course provides a comprehensive overview of brand management: from the steps that can be followed to create a brand to how the brands can be sustained for longevity and growth of the organization. The course also aim to present a contemporary view of the role of Product and Brand management and develop a critical understanding of the processes involved in building and managing brands. The course takes adequate help from case studies and real time exercises for enhancing abilities related to brand management. This course aims at equipping its target audience as to how to build and manage successful brands.

Course Modules:

The course is divided into the following modules:

13. Product and Brand Management
14. Brand Equity
15. Brand Positioning
16. Customer Based Brand Equity
17. Choosing Brand Elements to Build Brand Equity
18. Integrated Marketing Communication
19. Managing Brands over Time:
20. Leveraging Secondary Brand Associations to Build Brand Equity
21. Developing a Brand Equity Measurement and Management System
22. Measuring Sources of Brand Equity
23. Build online Branding Equity

B. Programme Outcomes: The learnings and abilities or skills that a student would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.

- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. Course Learning Outcomes

On completion of this course the learners will be able to:

- CO1. Articulate and understand the concept of brands.
- CO2. Articulate and understand the functional components of the brand.
- CO3. Apply the concept of brand development to various products.
- CO4. Apply the principles relating to brand management to various product categories.
- CO5. Understand and be aware of the elements of brand equity.
- CO6. Analyze the principles of brand building and their application in enhancing employability and entrepreneurship.

D. Pedagogy

The course will involve the use of lectures, real time case studies and case discussions. Lectures will be used to explain the valuation principles, concepts, tools and techniques. Numerical exercises will be used to apply the valuation principles and concepts, and put the tools and techniques into practice in order to gain mastery over their application. Case discussion will be used to enable the students to get an understanding of the "big picture" of valuation.

E. Evaluation Scheme

Mid-term examination	20%
End-term examination	40%
Term Project	10%
Class Participation	10%
Surprise Quiz-1	10%
Surprise Quiz-2	10%

E (i) Alignment of Assessment tools to COs

Course Outcomes	Quiz-1	Quiz-2	Mid Term	Term Project	End Term Exam	Class Participation
CO 2401.1	Y	Y	Y	Y		Y
CO 2401.2	Y	Y	Y	Y	Y	Y
CO 2401.3			Y	Y	Y	Y
CO 2401.4				Y	Y	Y
CO 2401.5				Y	Y	Y
CO 2401.6			Y	Y	Y	Y

E (ii) CO Articulation Matrix

Programme outcomes	CO 2401.1	CO 2401.2	CO 2401.3	CO 2401.4	CO 2401.5	CO 2401.6
PO 1						
PO 2				3		
PO 3				3		3
PO 4						
PO 5	3	1	1	1	3	1
PO 6	1				2	
PO 7		3	3			
PO 8			3	2		2
PO 9	2					
PO10						
PO11						
PO12	1	2		1		1

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

G. Session Plan

S.No.	Contents	Reference	Pedagogy	Session Learning outcomes	COs	POs
1	Introduction to PBM	Sagar Gupta &	Lecture and Discussion	Understand concept of Brand	CO1	PO1 PO2 PO3 PO6
2	Product Lines, portfolios and mix.	Keller Kevin &	Lecture and Discussion		CO2	PO1 PO2 PO3 PO6
3	Product Planning, Ansoff's Matrix, Product Launch Strategies	Keller Kevin &	Lecture, class exercises	Apply various	CO2	PO1 PO2 PO3 PO6
4	New Product Development, Conjoint analysis product design	Keller Kevin &	Lecture, discussion	Apply various	CO2	PO1 PO2 PO3 PO6
5	Packaging Decisions, Brands vs Products, Branding : Role , Scope and Advantages	Keller Kevin &	Lecture, discussion	Understand the parity relationships between	CO2	PO1 PO2 PO3 PO6
6	Types of Brands, Branding challenges and opportunities, Brand Equity Concept, Strategic Brand Management	Sagar Gupta and	Lecture and Discussion	Understand brand types and challenges ahead	CO2	PO1 PO2 PO3 PO6
7	Brand Knowledge, Sources of Brand Equity, Building a strong brand:	Sagar Gupta and	Lecture and Discussion	Understand brand development	CO2	PO1 PO2 PO3

	Four steps of brand building, Creating customer value					PO6
8	Establishing Brand Positioning, Positioning Guidelines, Brand Associations		Lecture & discussion	Understand & know the positioning guidelines	CO1	PO1 PO2 PO3 PO6
9	Brand Mantras, Internal Branding, Brand Audits		Lecture & discussion	Understand & know the internal branding	CO1	PO1 PO2 PO3 PO6
10	Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements;;		Lecture & discussion	Understand & know the criteria to build brands	CO1	PO1 PO2 PO3 PO6
11	Options and tactics for brand elements		Lecture	Understand & know the various brand elements	CO1	PO1 PO2 PO3 PO6
12	Mid-Term Exam					
13	Designing Marketing Programs to Build Brand Equity: Product strategy,		Lecture	Understand the market programs	CO2 CO4	PO1 PO2 PO3 PO6
14	Pricing strategy, Channel strategy		Lecture and discussion	Understand the issues in pricing	CO2 CO4	PO1 PO2 PO3 PO6
15	Integrated Marketing Communication to Build online Branding Equity: The new media environment, Marketing options		Lecture and discussion	Understand marketing communication	CO2 CO3	PO1 PO2 PO3 PO6
16	Developing IMC programs;		Lecture	Apply the concept of IMC	CO2 CO3	PO1 PO2 PO3 PO6
17	Leveraging Secondary Brand Associations to Build Brand Equity: Leveraging process		Lecture	Understand the framework of brand association	CO2 CO3	PO1 PO2 PO3 PO6
18	Country of Origin and other Geographic areas	Keller and Kevin	Lecture	Apply appropriate strategies for various country domains	CO2 CO3	PO1 PO2 PO3 PO6
19	Channels of distribution, Co-branding, Licensing		Simulation, case study, live project Lecture	Understand the various distribution channels	CO5 CO6	PO1 PO3 PO6 PO12
20	Developing a Brand Equity Measurement and Management System: Brand value chain		Simulation, case study, Live project, Lecture & discussion	Apply concept of brand value chain	CO5 CO6	PO1 PO3 PO6 PO12
21	Designing brand tracking studies		Lecture & discussion	Apply concept of brands to	CO5	PO1 PO3

				various product categories		PO6 PO12
22	Establishing a brand equity management system		Simulation case study live project, Lecture & discussion	Understand & Apply various equity management systems	CO6	PO1 PO6 PO12
23	Measuring Sources of Brand Equity: Qualitative research techniques,	Kapferer	Simulation, case study live project, Lecture & discussion	Understand & Apply various research techniques	CO6	PO1 PO6 PO12
24	Quantitative research techniques		Simulation, case study live project, Lecture	Application of research	CO6	PO1 PO6 PO12
25	Comprehensive models of Consumer based brand equity		Lecture & discussion	Understand models of consumer equity	CO4	PO6 PO12
26	Managing Brands over Time: Reinforcing brands, Revitalizing brands, Adjustments to the brand portfolio.		Simulation, case study live project Lecture & discussion	Understand brand management	CO6	PO5
27	Case Analysis		Simulation, case study live project	Apply principles of brands to real time case studies	CO6	PO4
28	Case Analysis		Simulation, case study live project	Apply principles of brands to real time case studies	CO6	PO5
29	Case Analysis		Simulation, case study live project	Apply principles of brands to real time case studies	CO6	PO7
30	Case Analysis		Simulation, case study live project	Apply principles of brands to real time case studies	CO6	PO6

Bloom's Taxonomy ; Level of Learning : L1 = Remember & understand

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

H. Term Project Guidelines:

- The term project will be a group activity and the students have to form a group and take charge of the project.
- The term project will be announced by the Course-In-Charge in the class.
- The students must form groups of 4 (maximum) and the same should be communicated to the Course-In-Charge before the commencement of the term project.
- Each group must submit an individual report. Further the term project must be submitted for evaluation on or before the prescribed deadline.

I. Text & References

- Keller, Kevin Lane, Strategic Brand Management: Building, measuring and managing brand equity, 3rd ed., Pearson, 2008.
- Kapferer, Jean-Noel, The New Strategic Brand Management, 4th ed., Kogan Page, 2008.

- Lehmann, Donal R. and Winer, Sussel S., Product Management, 4th ed. TATA McGraw Hill, 2005.
- Dutta, Kirti, Brand Management, Sixth Edition, Oxford Publishing, 2016

Attendance and Participation

It is in students' interest to make every effort to attend all the classes for this course and to complete all preparatory and assessment tasks. It is our experience that those students who do not attend class or carry out the associated activities are more likely to do poorly or to fail the course completely.

A student who has not attended 75% of the classes, held in a course, will not be eligible to appear for the semester end examination.

To become eligible to appear for the semester end examination in this course, the student has to register as a "casual" student in this course (or its equivalent) when the same is offered for the immediate succeeding batch by paying the prescribed fees and fulfil the attendance requirements by attending the classes in the course. The student would undergo internal assessment as well.

If a student, for any reason, discontinues the program of studies he/she may be permitted to resume studies in the succeeding year by registering afresh for the term in which the studies were discontinued. The maximum period for completion of the program would continue to be four years from the date of admission to the program.

Late Submission

Assessment tasks submitted after the due date, without prior approval/arrangement, will be penalised at 10% of the available marks per day. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines

DMS:

DMS is used to host course resources for all courses. Students can download lecture and tutorial notes to support class participation.

Plagiarism:

Plagiarism is the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.

Students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalised equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

Plagiarism is a serious offence.

Adopted Reference Style:

☒ APA

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1.	Mid-term test	CO1, CO2, CO4	ePad Exam	20%	Week 9
2	Case Presentation	CO1, CO3, CO5	Group activity	15%	Week 6,7, 8
3	Class Test	CO2, CO4, CO5	Descriptive test	10%	Week 12
4	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5	ePad Exam	50%	Week 20

J. Expectations from Students:

66. Shall read the topics in advance before coming to the class
67. Shall participate in discussions
68. Shall be regular in the class (75% attendance)
69. Shall complete all the assignments in time
70. Shall undertake field and real time projects
71. Shall be punctual in class

72. Classroom doors shall be closed after 5 min. of the start of the class.

K. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) letter grade.
- Marks for Class Participation will be based both on the active involvement of the students in the classroom session and attendance.

L. Faculty Details and meeting timings:

Dr Smita Sharma, Assistant Professor, TSB

Contact Hours: Monday to Friday, Time : 1400 hrs to 1800 hrs

Email:smitta.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Digital Marketing | MB 2404 | 3 Credits | 3 0 0 3

Session: Aug. 19 – Oct 19 | Faculty: Mr Zubair Alam | Class: MBA IV Trimester (Marketing Elective)

G. Introduction: The course is offered by TAPMI School of Business for 4th Trimester students, who have opted for marketing specialization of MBA program. The course on digital marketing provides students with in-depth knowledge of the fundamentals of digital platform in building brands successfully. It emphasizes on the latest trends in the area of social networking, online customer engagement, content marketing, mobile marketing, video marketing etc. Besides this, a nitty gritty of the social media and related legal and ethical ramifications so that students are sensitized to become responsible marketing professionals.

H. COURSE OUTCOMES: At the end of the course, students will be able to,

[MB 2404.1]. Understand and appreciate the nitty gritty of digital marketing and its tools.

[MB 2404.2]. Analyse the influence of digital platforms in marketing and employability generation.

[MB 2404.3]. Apply the tools for video marketing and mobile marketing in a given context.

[MB 2404.4]. Conceptualize and implement the social media marketing campaigns for given context and evaluate the same in the light of enhancement of skill development and entrepreneurship.

I. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO 1]. Apply appropriate technical tools in a managerial context. (CO2/3/4)

[PO 2]. Articulate business context in terms of functional aspects. (CO1)

[PO 3]. Describe inter linkages among functional areas of an enterprise.

[PO 4]. Analyse and interpret the performance of an enterprise and its various functional unit.

[PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.

[PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO 10]. Demonstrate the ability to envision the possible negative impact of corporate decision and suggest the correct decision(s) in the context.

[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.

[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Term Project-I	20
	Term Project-II	20
	Quiz	10
	Minor Project	10
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

E. Syllabus:

The Digital Paradigm: The new world of marketing, Modern digital consumer; Online-offline comparison; **Marketing In Digital World:** State of the Modern digital ecosystem, Marketer's new role, Ultimate goal of digital marketing: ROI; **Managing Content in Digital Age:** Importance of Content Marketing, 70/20/10 Content Planning Model; **Search Marketing:** Importance of search, How searches work? Types of Search Marketing, Measuring search success, Search Trends; **Mobile Marketing:** Modern Mobile consumer, Mobile website considerations, SMS and MMS Campaigns; **Video Marketing:** Who discovers and watches videos? Steps to plan, shoot, edit and publish, Building video channel strategy; **Social Media Marketing:** What is Social Media? Importance, Social media channel strategy, Social Media ROI, Tools of the trade; **Legal Framework in Digital Marketing:** Framework for social media governance and compliance, Social media marketing guidelines, Online privacy protection, Copyright and fair-use Guideline for Apps.

F. Text Books:

T 1. Eric Greenberg and Alexander Kates, Strategic Digital Marketing, 1st Edition, Mc Graw Hill, 2013

T 2. Damian Ryan, Calvin Jones, Understanding Digital Marketing, 2nd Edition, Viva Books, 2012

G. References:

C 1. Godfrey Parkin, Digital Marketing: Strategies for Online Success, New Holland Publishers, 2009

C 2: Dave Chaffey and Fiona Ellis Chadwick, Digital Marketing: Strategy, Implementation and Practice, 5th Edition,

- Dave Chaffey and Fiona Ellis Chadwick, Digital Marketing: Strategy, Implementation and Practice, 5th Edition, Pearson, 2012

Pearson, 2012

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
L1	Digital Marketing: An introduction	Understand the basic premise of digital marketing;	Lecture/Discussion	MB 2404.1	Quiz Assignment Term Project
L2	Modern Digital Consumer	Understand the nature of today's digital consumers.	Case Discussion/ Lecture/PPT	MB 2404.1	Quiz Assignment Term Project
L3	Marketing in Digital World-I	Appreciate the strategies to manage digital campaigns	Case Discussion /Lecture/PPT	MB 2404.1	Quiz Assignment End Term
	Marketing in digital age-II	Appreciate the strategies to manage digital campaigns	Lecture /PPT	MB 2404.1	Quiz End Term Assignment
L4	Managing Content in digital Age-I	Manage and develop digital content for brands.	Case Lecture /PPT	MB 2404.1	Quiz Assignment End Term
L5	Managing Content in Digital Age-II	Manage and develop digital content for brands.	Lecture/PPT/Market Analysis/Product Analysis/Case study/Simulation	MB 2404.1/2	Quiz Assignment

L6	Search Marketing-I	Understand the basics and apply search marketing.	Lecture/PPT Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.2	Quiz Assignment End term
L7	Search Marketing-II	Understand and apply search marketing.	Lecture/ Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.2	Quiz Mid Term End Term
L8	Search Marketing-III	Understand and apply advanced Search Marketing	Lecture/ Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.2	Quiz Mid Term End term
L9	Mobile Marketing-I	Understand the mechanism mobile marketing.	Case/Lecture/PP T	MB 2404.3	Quiz Mid Term Assignment
L10	Mobile Marketing-II	Understand the mechanism mobile marketing.	Case/Lecture/PP T	MB 2404.3	Quiz Mid Term End term Assignment
L11	Video Marketing-I	Develop effective videos for DM	Case/Lecture/PP T	MB 2404.3	Quiz End Term
L12	Video Marketing-II	Appreciate the role of video marketing for brand building.	Case Analysis Lecture/PPT	MB 2404.3	Quiz Mid Term End term
L13	Social Media Marketing-I	Understand the social media marketing basics and strategies.	Lecture/PPT Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.4	Quiz
L14	Social Media Marketing-II	Understand the social media marketing basics and strategies.	Lecture/Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.4	Quiz Assignment
L15	Social Media Marketing-III	Understand the social media marketing basics and strategies.	Lecture/PPT Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.4	Quiz
L16	Social Media Marketing-IV	Understand the social media marketing basics and strategies.	Lecture/ Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.4	Quiz End Term
L17	Legal Framework in Digital Marketing	Study the legal framework in DM	Lecture/ Market Analysis/Produc t Analysis/Case study/Simulatio n	MB 2404.4	Quiz End term

L18	Social Media Marketing Guideline	Understand the concerned guidelines.	Lecture/Market Analysis/Product Analysis/Case study/Simulation	MB 2404.4	Quiz Assignment End Term
L19	Online Privacy Protection	Appreciate the significance of online privacy guidelines.s	Lecture/Market Analysis/Product Analysis/Case study/Simulation	MB 2404.4	Quiz Assignment
L20	Copyright and Fair Use Guidelines	Learn the guidelines pertaining to Copyright and IPR in online space.	Case Analysis/Lecture/PPT Market Analysis/Product Analysis/Case study/Simulation	MB 2404.4	Quiz End term

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2404.1]	Understand and appreciate the nitty gritty of digital marketing and its tools.		2											NA	NA	NA
[MB 2404.2]	Analyze the influence of digital platforms in marketing and employability generation	1							2				3	NA	NA	NA
MB 2404.3]	Apply the tools for video marketing and mobile marketing in a given context.	3												NA	NA	NA
[MB 2404.4]	Conceptualize and implement the social media marketing campaigns for given context and evaluate the same in the light of enhancement of skill development and entrepreneurship.	2										2	3	NA	NA	NA

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

SERVICES MARKETING | MB 2406 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Dr Krishna Kannur | Class: IV Trimester (Program Elective)

A. Course Perspective

The services contribute significant proportion to GDP. As services are primarily people driven it not only contributes to economic growth but also generates significant employment. The service growth story is driven and complimented by technology as evident from increasing penetration of e-commerce and digital services. Education, financial, media, healthcare and telecom services offer exiting career opportunities to B-school graduates.

Services need to be marketed differently from products owing to complexities of design and delivery. This course emphasizes the differences in marketing of services vis-a-vi products. It further brings out the distinctive approaches with regards to the development and execution of services marketing strategies.

Creating and marketing value in today's increasingly service and knowledge-based economy requires an understanding of intangible assets (including the powerful design and packaging of 'intangible benefits/products', high-quality service operation and customer information management processes, motivated and competent front-line staff, and a loyal and profitable customer base). Development and implementation of a coherent service strategy is required to transform these assets into improved business performance. This Course focuses on acquiring, serving and retaining customers - the most important of these intangible assets.

B. The Learning Outcomes

On completion of the course the participants shall be able to:

- CO 1: Describe Services Marketing Trends, Opportunities & fundamental concepts.
- CO 2: Differentiate between marketing of services vis-à-vis products.
- CO 3: Identify and analyze the various components of the services marketing mix (7Ps).
- CO 4: Measure service quality and customer satisfaction.
- CO 5: Design effective service marketing strategies to achieve competitive advantage.

C. Pedagogy

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, papers, presentations, etc., prepared on the dates indicated, to come to the class with the required materials, to take notes, and to read the assignments by the dates due.

D. Course Outline

Introduction: Nature and Characteristics of services, **Consumer Behaviour in Services Context:** Three stage model of service consumption, Pre-purchase Stage, Service Encounter Stage, Post-encounter Stage; **Positioning Services in Competitive Markets:** Achieving competitive advantage through focus, Market Segmentation, Service attributes and levels, Positioning and Distinguishing from competition; **Developing Service Products: Core and Supplementary Services:** Planning and Creating Service Products, The flower of service, Branding service products and experiences, New Service Development; **Distributing Services through physical and electronic channels:** Distribution in a service context, Place and Time decisions, Delivering service in cyberspace, The role of intermediaries, Challenge of distribution in large domestic markets, Distribution Internationally; **Pricing of Services and Revenue Management:** Pricing strategy, Revenue Management, Ethical concerns in service pricing; **Promoting Services and Educating Customers:** Role of marketing communication, Marketing communication planning, Marketing communication mix, Role of corporate design, Integrated Marketing Communications; **Designing and Managing Service Processes:** Flowcharting customer service processes, Blueprinting services, Customer as co-producer, Gap Model of Service Quality; **Complaint Handling and Service Recovery:** Customer complaining behavior, Customer responses to effective service recovery, Service Guarantees, Discouraging abuse and Opportunistic Customer Behaviour.

E. Session Plan

Session	Course Contents	Book Chapter/Reading/Case	Pedagogy	Learning Outcomes	CO	PO
Session 1 & 2	New Perspectives on Marketing in the Service Economy	Text Book Chapter 1 Case: Four Customers in Search of Solution	Case discussion	To understand the concept and importance of services To gain an insight into 7 p's of services marketing	CO 1	PO 1
Session 3 & 4	Consumer Behavior in a Service Context	Text Book Chapter 2 Simulation Ball Game	Simulation Exercise	Students should be able to understand the process of service consumption	CO 1	PO 1
Session 5 & 6	Positioning Services in Competitive Markets	Text Book Chapter 3 Quiz 1	Quiz	Students should be able to Position service products in	CO 5	PO 1 & PO 5

				competitive markets		
Session 7 & 8	Product elements	Text Book Chapter 4	Creativity Exercise to design a new service product.	Students should be able to design innovative service products	CO 2	PO 1 & PO 2
Session 9	<i>Place and time</i> (Distribution)	Text Book Chapter 5 Case Make MY Trip.com	Case Discussion	Students should be able to decide the where and when of service distribution strategy	CO 3 CO 5	PO 2
Session 10 & 11	<i>Price</i>	Text Book Chapter 6 Case Smartick Vs Khan Academy	Class Discussion	Students should be able to define price <i>and other user outlays</i> (includes revenue management strategy)	CO 3	PO 2
Session 12 & 13	<i>Promotion and education</i>	Text Book Chapter 7 Case Radio Spicy Quiz 2	Case Discussion Quiz	Students should be able to develop a communication plan	CO 3	PO 2
Session 14	<i>Process</i>	Text Book Chapter 8	Class Discussion	Students should be able to design method and sequence of service performance	CO 3 CO4	PO 3 & PO 4
Session 15	<i>Process</i> (designing method and sequence of service performance)	Text Book Chapter 8	Class Discussion	Students should be able to develop service blueprint.	CO 3 & CO 5	PO 3 & PO 4
Session 16	Balancing demand and productive capacity	Text Book Chapter 9	Class Discussion	Students should be able to analyze demand.	CO 4	PO 1 & PO 5
Session 17	<i>Physical environment</i> (designing and managing tangible cues)	Text Book Chapter 10 Case: State Bank of India: Kohinoor Banjara Branch	Case Discussion	Students should be able to create service environment and Service scapes.	CO 4	PO 5
Session 18	<i>People</i>	Text Book Chapter 11 Quiz 3	Guest Lecture Quiz	Students should be able to analyze role of front-line staff who interact with customers.	CO 5	PO 3 & PO 8

Session 19	Managing customer relationships and building loyalty	Text Book Chapter 12 Case: Singapore Airline: Premium goes Multibrand	Case Discussion	Students should be able to develop CRM strategies and design loyalty programmes.	CO 4	PO 3 & PO 8
Session 20	<i>Lifetime value of a (loyal) customer. Relationship marketing The Wheel of Loyalty</i>	Text Book Chapter 12	Class Discussion	Students should be able to design and Implement CRM strategy	CO 4	PO 10
Session 21	Customer complaints, <i>service recovery</i> , and systems	Text Book Chapter 13 Case United Breaks Guitars (Zeithml)	Case discussion	Students should be able to develop strategies for service recovery and complaint handling	CO 4	PO 4 & PO 9
Session 22	Strategies for improving service quality and productivity	Text book Chapter 14, Reading: Service Quality Model Zeithmal and Persuraman Case : Caterpillar (Zeithml)	Case discussion	Students should be able to analyze service quality gaps.	CO 4	PO 10
Session 23 & 24	Organizing for service leadership	Text book Chapter 15 Quiz 4 Field Project Presentations	Class Discussion. Quiz	Students should be able design effective service marketing strategies	CO 5	PO 11 & 12

F. Evaluation Scheme

Instructor led continuous evaluation

Mid-term examination	20%	
End-term examination		40%
Project		10%
Case Analysis & Presentations	10%	
Class Participation		10%
Quiz/Class Test	10%	

G. Students Roles and Responsibilities

1. All students must be seated in the class within 5 minutes of the commencement of the session. The class room will be bolted from inside after this time period.
2. You are expected to read all topics/cases etc. before coming to the class. Students are expected to buy the text book mentioned in the course handout within one week of receiving the outline.
3. All are expected to participate actively in discussions that take place in the class room.

4. You will have to maintain 100 % attendance in the class. Leave shall be granted only with prior permission for urgent & essential work only.
5. You will submit all types of assignments within given time frame.
6. You will work in team & contribute to the team functions.
7. You will be asked to make presentation and teach in your class.
8. You will undertake field and real time projects.
9. You will actively engage yourself in all activities of the School. Any absence will be dealt with separately according to the code of conduct.
10. You will come in the class properly dressed and neatly trimmed hair. No untowardly growth of hair on face. The dress code is plain formal trousers full sleeve shirt & black shoes.

H. References

Main Text Book

Lovelock, C., Wirtz, J., Chatterjee, J., *Services Marketing: People, Technology, Strategy* (8th ed.), New Delhi: Pearson Education.

Reference Books

Zeithamal, V. A., Bitner, M. J., Gremler, D. D., Pandit, A. (2017). *Services Marketing: Integrating Customer Focus across the Firm* (7th Ed.). Tata McGraw Hill, New Delhi.

I. Additional Readings (New paper supplements and Web Resources)

The Economic Times
Journal of Service Research
Journal of Service Management
Harvard Business Review
Forbes

J. Industry Project (Group Assignment):

In service marketing specialization, groups will be formed each of 3 students. Each group will be required to select one service business of their choice. The group is required to understand and analyze core benefits and supplementary services this business provides. Students can create a short video of servicescapes and describe how it can influence the consumer's service experience. Students need to write a detailed note on service recovery and complain resolution process the organization follows. The group will work with the organization to identify and discuss various servqual gaps present and do a service marketing audit. The group need to explore industry leaders to understand and identify best practices. The group will make suitable recommendations to the organization based on analysis and design service strategy for the organization. On defined sessions, each group need to make presentation in class.

K. Mapping of Assessment, COs and POs

Sr	Assessment Tools	CO 1	CO 2	CO 3	CO 4	CO 5

1.	Quizzes	✓	✓	✓	✓	✓
2.	Field Projects	✓		✓	✓	✓
3.	Class Participation/Case Discussion	✓	✓			
4.	Mid Term Exam	✓	✓			
5.	End Term Exam	✓		✓		✓

RUBRIC FOR CO ATTAINMENT

Mapping of Programme Outcomes to Course Outcomes

Course Outcomes	Programme Outcomes											
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	2					3		3				
C02	2	3		2				2				
C03	3	3	3	3	3							
C04			3	2	2	3	3	3	3	3		
C05	2	2	3	3				3		3	2	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Financial Modelling | MB 2408 | 3 Credits | 2 0 2 3

Session: Aug 19 – Oct 19 | Faculty: Dr. Umesh Solanki | Class: IV Trimester (Program Elective)

A. Introduction: In Financial Modelling, Financial models are prepared for different financial problems, situations, plans and processes. The Financial Models are very important because they make easy to understand the impact of one, two or few variables on the total outcome or ultimate result, save ultimate time and make the calculation very easy and accurate. Sensitivity and scenario analysis can be easily conducted and understand in a better way through the financial models. Spreadsheet has various functions that can be used to make calculation easy and hence, makes preparation of models very easy to find out the solution of various business problems.

Through Financial Modelling complex business situations can be handled easily. Therefore, it has been an important subject for the management students, especially for the finance students or professionals, to learn and understand their concepts and the implications of spreadsheet, i.e., how the Spreadsheet can be utilized in the best way to get the desired output of the business problems. Especially the persons from finance specialization are required to have the

advanced knowledge of spreadsheet and their functions and VBA to get the desired results quickly & accurately and hence, to save the time.

Therefore, this course is of vital importance to the managers that will enable them to understand and apply the combined knowledge of spreadsheet and finance while working in the corporates. This will improve their efficacy in dealing with various situations and in taking decisions. This course will also open an insight of the students to have a better understanding and outlook of different problems & events in the business and the relationships amongst different factors and hence, they would be more efficient in business analysis and decision making to secure maximum profit for their enterprises.

B. Course Outcomes: On completion of this course the students will be able to:

- [2104.12].** Understand the basics of spreadsheets, its advanced features and the rationale underlying their uses, especially in the real business world / on real business financial data & their presentation.
- [2104.13].** Apply the required spreadsheet tools used in preparing the financial models for drawing the fitting conclusions in a managerial context to get the spreadsheet skills.
- [2104.14].** Identify problem, construct spreadsheet based financial model & take decisions or evaluate or predict the performance of an enterprise to get analytical skills.
- [2104.15].** Forecast and solve out various business problems under complex business situations by using spreadsheet based models in real business world to enhance the chances of entrepreneurship.
- [2104.16].** Analyse the performance and situations or problems faced by the enterprise and take the sound decisions by using spreadsheet based models, especially in the real business world that will increase the employability.

C. Program Outcomes and Program Specific Outcomes

- [PO 1].** Apply appropriate technical tools in a managerial context.
- [PO 2].** Articulate business context in terms of functional aspects.
- [PO 3].** Describe inter linkages among functional areas of an enterprise.
- [PO 4].** Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO 5].** Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6].** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7].** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8].** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9].** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO 10].** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO 11].** Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO 12].** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks	Session No.
Internal Assessment (Formative)	Mid-Term Exam (Closed Book)	20	Mid of Trimester
	Quiz-1	05	#5
	Quiz-2	05	#18
Questions & Class Participation (Formative)	Questions & Class Participation	10	All sessions
Term Project (Summative)	Project work	10	#4-29; Submission: #29
	Viva-voce	10	
End Term Exam (Summative)	End-Term Exam (Open/Closed Book)	40	End of Trimester

	Total	100	
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		

E. Course Outline:

Formulation of Financial Models: Power & usage of Financial Modelling, Step By Step Modelling Process, Documenting spreadsheet Model, and Debugging spreadsheet Models, Using Auditing tools for debugging, Improving Model performance.

Foundation of Financial Models: Time Value of Money: PV, FV, Annuities of PV and FV, Constant and Growing Annuities; Sinking Fund, Capital Recovery Factor; Depreciation; LPP through Solver.

Financial Models: Financial Statement Analysis: Historical Analysis, Common Size Statements, Financial Indicators (Ratios), Cash Budgeting, Sensitivity and Scenario Analysis; Cost of Capital: Ke, Kp, Kd, WACC, etc.; Leverage: Financial & Operating Leverages; Bond Valuation.

Advanced Financial Models: Bond Pricing; Return with Changing Reinvestment Rate, Saving for Retirement, and Retirement Planning; Estimating Stock's Volatility; Forecasting; Investment Analysis: NPV, IRR, PBP & PI, Sensitivity & Scenario Analysis; Leasing; Break Even Analysis; Loan Amortization; Designing Capital Structure: EBIT-EPS Analysis, Indifference Point, Measuring Operating & Financial Risks.

F. Text & Reference Books:

Text Books:

- T5. Sengupta Chandan, Financial Analysis and Modeling using Excel and VBA, 2nd Edition, 2017, Wiley
T6. Fairhurst Danielle Stein, Using Excel for Business Analysis, Revised Edition, 2015, Wiley

Reference Books:

- R9. Mohanty Pitabas, Spreadsheet Skills for Finance Professionals, Edition, 2016, Taxmann Publications
R10. Whigham David, Business Data Analysis using Excel, Edition, 2014, Oxford University Press
R11. Srivastava Rajiv, Financial Management, 2nd Edition, 2011, Oxford University Press
R12. Bodhanwala Ruzbeh J., Financial Management using Excel Spreadsheet, 3rd Edition, 2010, Taxmann Publications
R13. Day Alastair L., Mastering Financial Modelling in Microsoft Excel, 2nd Edition, 2009, Pearson

G. Lecture Plan:

S. No	Contents	Book Chapter/ Reading	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	CO	PO	Mode of Assessing Outcome
1	Foundation of Financial Models - Time Value of Money – PV, FV, Annuities of PV and FV,	T1 Page No. 327-341, R4 Page No. 39-45	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to use spreadsheet in a best way to evaluate time value of money and to prepare the financial models for PV, FV, annuities of PV and FV. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz Mid Term Q & CP Term Project
2	Constant and Growing Annuities,	T1 Page No. 341-351	Lecture, Discussion, Numerical	The participants will be able to prepare the	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz Mid Term Q & CP

	Sinking Fund Factor, Capital Recovery Factor,		and Working on Spreadsheet with examples	financial models on constant and growing annuities and sinking fund and capital recovery factors. (L1, L2, L3 & L4)			Term Project
3	Depreciation, Use of Solver for LPP.	T1 Page No. 174-183, T2 Page No. 247-249, R5 Page No. 61-64, 368-372	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to apply excel to prepare depreciation model and use of solver to solve out LPP. (L1, L2, L3 & L4)	CO 1, 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz Mid Term Q & CP Term Project
4	Financial Models - Cash Budgeting,	T1 Page No. 65-67, 71-75, 108-120, T2 Page No. 240-247, R5 Page No. 443, 444	Lecture, Discussion and Working on Spreadsheet with examples	The participants will be able to learn and apply excel functions and formulae to prepare cash budgeting model. (L1 & L2)	CO 1 & 2	PO 1 & 6	Quiz Mid Term Q & CP Term Project
5	1 st Quiz,	T1, T2, R5 & R1	MCQs, Fill in the blanks and very short numerical	The participants will be able to apply different spreadsheet tools to evaluate or to get the desired output and solve out the problem or find out the solution of the problem. (L1 & L2)	CO 1 & 2	PO 1 & 6	Quiz
6	Sensitivity and Scenario Analysis,	T1, T2 & R5	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to learn and apply excel functions and formulae to do the sensitivity and scenario analysis. (L1 & L2)	CO 1 & 2	PO 1 & 6	Quiz Mid Term Q & CP Term Project
7	Leverage: Financial Leverage,	R5 Page No. 198	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the financial model of financial leverage and take decisions. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz Mid Term Q & CP Term Project
8	Operating Leverage,	T1	Lecture, Discussion and Working	The participants will be able to prepare the	CO 1 & 2	PO 1 & 6	Quiz Mid Term Q & CP

		Page No. 135, 138-156, T2 Page No. 251-262, R5 Page No. 447-452	on Spreadsheet with examples	financial model of operating leverage and take decisions. (L1, L2, L3 & L4)			Term Project
9	Bond Valuation,	T1 Page No. 161-174, T2 Page No. 340-349, R5 Page No. 55-61, R1 Page No. 301-317	Lecture, Discussion and Working on Spreadsheet with examples	The participants will be able to prepare the financial model of bond valuation and take decisions. (L1, L2, L3 & L4)	CO 1 & 2	PO 1 & 6	Quiz Mid Term Q & CP Term Project
10	Formulation of Financial Models – Power & usage of Financial Modelling, Step By Step Modelling Process.,	T1 Page No. 271-281, T2 Page No. 41-49, Notes	Lecture, Discussion, and Working on Spreadsheet with examples	The participants will be able to: 1. Understand the financial modelling, its power and need of financial modelling and decision making. 2. Learn and apply the step by step modelling process. (L1 & L2)	CO 1 & 2	PO 1	Quiz Q & CP
11	Documenting spreadsheet Model, and Debugging spreadsheet Models,	T1 Page No. 257-262	Lecture, Discussion, and Working on Spreadsheet with examples	The participants will be able to: 3. Know about the attributes of good excel model and how to document excel model and its common ways. 4. Understand and do the debugging of excel models. (L1 & L2)	CO 1 & 2	PO 1	Quiz End Term Q & CP
12	Using Auditing tools for debugging, Improving Model performance.	T1 Page No. 263-269.	Lecture, Discussion, and Working on Spreadsheet with examples	The participants will be able to: 3. Know the errors excel may find and errors user has to find and find these.	CO 1 & 2	PO 1	Quiz End Term Q & CP

				<p>4. Understand and use the auditing tools for debugging.</p> <p>5. Learn modelling using excel, the four learning tracks and apply these.</p> <p>(L1 & L2)</p>			
13	Financial Statement Analysis – Historical Analysis,	T1 Page No. 281-290	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to understand and prepare the financial models on historical financial statements and common size statements and do the financial statement analysis. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
14	Common Size Statements,	T1 Page No. 281-290	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to understand and prepare the financial models on historical financial statements and common size statements and do the financial statement analysis. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
15	Financial Indicators (Ratios),	T1 Page No. 290-303	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the financial models on financial indicators (ratios) and forecasting. (L1, L2, L3 & L4)	CO 2, 3, 4 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
16	Cost of Capital: Ke, Kp,	T2, R4 & R5	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare and calculate financial models of CoC and their value. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
17	Kd, WACC, etc.	T2, R4 & R1	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare and calculate financial models of overall CoC & their value. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project

18	2 nd Quiz,	T1, T2, R4, R5 & R1	MCQs, Fill in the blanks and very short numerical	The participants will be able to apply different spreadsheet tools and evaluate or get the desired output and solve out the problem or find out the solution of the problem. (L1, L2, L3 & L4)	CO 1, 2 & 5	PO 1, 4, 6, 10 & 12	Quiz
19	Advanced Financial Models - Bond Pricing; Return with Changing Reinvestment Rate,	T1, R4 & R5	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare and calculate financial models of bond pricing & return on variable interest rate & their value. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
20	Saving for Retirement, and Retirement Planning,	R4, R5 & R1	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare financial models of savings for retirement and retirement planning to calculate their value. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP
21	Estimating Stock's Volatility,	T1, R4 & R5	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare financial models of stock's volatility to calculate their value. (L1, L2, L3 & L4)	CO 2 & 3	PO 1, 4, 6 & 10	Quiz End Term Q & CP Term Project
22	Forecasting.	T1 Page No. 303-319	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the financial models on forecasting. (L1, L2, L3 & L4)	CO 2, 3 & 4	PO 1, 6, 10 & 12	Quiz End Term Q & CP Term Project
23	Investment Analysis: NPV, IRR,	T2, R4 & R5	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare and calculate financial models of NPV & IRR and their value. (L1, L2, L3 & L4)	CO 2, 3, 4 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
24	PBP & PI, Sensitivity & Scenario Analysis,	T2, R4 & R1	Lecture, Discussion, Numerical and Working on	The participants will be able to prepare and calculate financial models of PBP, PI	CO 2, 3 & 5	PO 1, 4, 6 & 10	Quiz End Term Q & CP Term Project

			Spreadsheet with examples	& sensitivity & scenario analysis & their value. (L1, L2, L3 & L4)			
25	Leasing	T1, R4 & R5	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare and calculate financial models of leasing & their value. (L1, L2, L3 & L4)	CO 2, 3, 4 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
26	BEP Models,	R5 Page No. 191-196	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the breakeven financial model and solve out the problems. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
27	Break Even Analysis - Numerical	R5 Page No. 191-196	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the breakeven financial model and solve out the problems. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
28	Loan Amortization.	T1 Page No. 356-361	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the loan amortization schedule by using spreadsheet and find out the solution or the desired result. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
29	Models Designing Capital Structure – EBIT-EPS Analysis, Indifference Point Analysis,	R4 Page No. 220-223, Notes	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the financial model of EBIT-EPS analysis and indifference point analysis and take decisions. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP Term Project
30	Measuring Operating and Financial Risks.	R4 Page No. 233-240, Notes	Lecture, Discussion, Numerical and Working on Spreadsheet with examples	The participants will be able to prepare the financial models measuring operating, business and financial risk and take decisions. (L1, L2, L3 & L4)	CO 2, 3 & 5	PO 1, 4, 6, 10 & 12	Quiz End Term Q & CP

**Bloom's Taxonomy; Level of Learning: L1 = Remember & understand
L2 = apply**

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

H. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

Programme outcomes	CO2408.1	CO2408.2	CO 2408.3	CO 2408.4	CO 2408.5
PO 1	2	3	3		
PO 2					
PO 3					
PO 4			3		3
PO 5					
PO 6		3	3	3	3
PO 7					
PO 8					
PO 9					
PO10				3	3
PO11					
PO12			3		3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

I. Mapping of Course Outcomes with Evaluation Components:

Course Outcomes	Quizzes	Questions & Class Participation	Ind. Term Project	Mid-Term Exam	Viva-voce or Presentation	End-Term Exam
CO 2408.1	✓	✓	✓	✓	✓	
CO 2408.2	✓	✓	✓	✓	✓	✓
CO 2408.3	✓		✓	✓	✓	✓
CO 2408.4	✓		✓		✓	✓
CO 2408.5	✓	✓	✓		✓	✓

J. Term Project Guidelines:

- Each student must identify the companies.
- All students should ideally identify companies in the different industries.
- For the data of different companies identified, tools & techniques should be used to properly use the Spreadsheet functions and apply the formulae to prepare the financial models.
- Each student should submit a report on the applications of different Spreadsheet functions and preparation of financial models with the adequate procedure followed for the same.

K. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions
- Will be regular in the class and bring their laptops
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

L. Attendance.

- A student with less than the minimum required attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) grade. For details refer to the University Rules.

M. Faculty Details and meeting timings:

Faculty: Dr. Umesh Solanki, Associate Professor, TSB

Contact Hours: Tuesday, Wednesday & Friday 16:30 Hrs to 17:30

Email: umesh.solanki@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Financial Statement Analysis & Corporate Valuation | MB 2407 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Dr Sankersan Sarkar | Class: IV Trimester (Program Elective)

A. Introduction: The purpose of this course is to make its target audience understand the significance of corporate valuation. A financial analyst would be required to value IPOs or potential candidates for mergers, acquisitions and other forms of restructuring. A financial manager has to understand the impact of various decisions on firm value. An investor needs to understand valuation in order to arrive at a buy, sell or hold decision. This course aims at equipping its target audience with the various tools and techniques of valuation, and the valuation estimate can be used for managerial decision making.

B. Course Outcomes: At the end of the course, students will be able to,

- [2104.17]. Articulate and understand the methodology of financial statement analysis.
- [2104.18]. Apply the methodology of financial statement analysis for valuation of companies.
- [2104.19]. Articulate and understand the fundamental principles of valuation and the approaches to valuation.
- [2104.20]. Apply a valuation methodology for a target company in an M&A transaction.
- [2104.21]. Apply specific tools and techniques of valuation in various contexts and develop employability skills.
- [2104.22]. Demonstrate the ability to draw inference on the basis of the estimated value of a company and use it as a basis for managerial decision making.

C. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO 1]. Apply appropriate technical tools in a managerial context.
- [PO 2]. Articulate business context in terms of functional aspects.
- [PO 3]. Describe inter linkages among functional areas of an enterprise.
- [PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO 10]. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Formative)	Class Test (Closed Book)	20
	Surprise Quiz-1	10
	Surprise Quiz-2	10
Class	Class Participation	10

E. Syllabus:	Participation (Formative)		
	Term Project (Summative)	Project work	10
	End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
		Total	100
	Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

Introduction: significance and various approaches to valuation, need for financial statement analysis, approaches to financial statement analysis.

Intrinsic valuation: the intrinsic valuation model, estimation of discount rate, estimation of cash flows, equity valuation and firm valuation.

Relative valuation: equity valuation multiples, enterprise valuation multiples.

Contingent claim valuation: contingent claim assets, situations of contingent claim valuation

M&A valuation: basics, theories of M&A, valuation in M&A, forms of consideration

Valuation of intangible assets: intangible assets, valuation methods for intangible assets

F. Text Books:

D. Corporate Valuation: A Guide for Analysts, Managers and Investors, Prasanna Chandra, McGraw Hill

E. Business Valuation, Pitabas Mohanty, Taxmann Publications

G. References:

R14. Damodaran On Valuation, Aswath Damodaran, Wiley

R15. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, Aswath Damodaran, Wiley

R16. Valuation, Sheridan Titman & John D. Martin, Pearson

R17. Equity Asset Valuation, Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, John D. Stowe, Wiley & CFA Institute

R18. Financial Management, I.M. Pandey, Vikas Publishing

R19. Financial Management: Text, Problems & Cases, M.Y. Khan & P.K. Jain, McGraw Hill Education

R20. Valuation: Measuring & Managing the Value of Companies, Tim Koller, Marc Goedhart, David Wessels, Wiley & McKinsey & Co.

H. Lecture Plan:

S. No	Contents	Book Chapter/ Reading	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	CO	PO	Mode of Assessing Outcome
1	Introduction: significance and various approaches to valuation.	C1/T1, C1/T2	Lecture, Numerical exercises	Understand various methodologies of valuation L1	CO1 CO3	PO1 PO2 PO3 PO6	Quiz
2	Intrinsic valuation model, Need	C1/T1, C1/T2, C24/R5	Lecture, Numerical exercises	Understand & apply the intrinsic valuation model	CO3 CO4 CO1	PO1 PO2 PO3	Quiz Mid Term

	for financial statement analysis			Analyse the components of intrinsic valuation model L1, L2, L3		PO6	
3	Ratio Analysis	C24/R5, C6/R6	Lecture, Numerical exercises	Understand & apply the concepts of financial ratios L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Quiz
4	Ratio Analysis	C24/R5, C6/R6	Lecture, Numerical exercises	Understand & apply the concepts of financial ratios	CO1 CO2	PO1 PO2 PO3 PO6	Quiz
5	Cash Flow Analysis	C25/R5, C5/R6	Lecture, Numerical exercises	Understanding the Cash Flow Statement L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term
6	Cash Flow Analysis	C25/R5, C5/R6	Lecture, Numerical exercises	Perform Cash Flow Analysis based on financial statements L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term
7	Cash Flow Analysis	C25/R5, C5/R6	Lecture, Numerical exercises	Applying Cash Flow Analysis for corporate valuation	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term
8	Intrinsic valuation model continued...	C2/T1, C2/T2	Lecture, Numerical exercises	Understand & apply the intrinsic valuation model Analyse the components of intrinsic valuation model L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term Quiz
9	Estimation of discount rate	C3/T1 C3/T2	Lecture, Numerical exercises	Understand the approaches for measuring the discount rate. Measure the discount rate for valuation L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term Quiz
10	Estimation of discount rate continued...	C3/T1 C3/T2	Lecture, Numerical exercises	Understand the approaches for measuring the discount rate. Measure the discount rate for valuation L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term Quiz
11	Estimation of cash flows	C4/T1 C4, C5/T2	Lecture, Numerical exercises	Understand the method for estimation of cash flows. Measure the relevant cash flows for valuation. L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term Quiz

12	Estimation of cash flows	C4/T1 C4, C5/T2	Lecture, Numerical exercises	Understand the method for estimation of cash flows. Measure the relevant cash flows for valuation. L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term Quiz
13	Estimation of cash flows	C4/T1 C4, C5/T2	Lecture, Numerical exercises	Understand the method for estimation of cash flows. Measure the relevant cash flows for valuation. L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6	Mid Term Quiz
14	Firm valuation	C4/T1	Lecture, Numerical exercises	Evaluate the value of a firm L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	Mid Term Quiz
15	Firm valuation	C4/T1	Lecture, Numerical exercises	Evaluate the value of a firm L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	Mid Term Quiz
16	Equity valuation	C4/T1	Lecture, Numerical exercises	Evaluate the value of equity L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	End Term Quiz
17	Equity valuation	C4/T1 C14/T2	Lecture, Numerical exercises	Evaluate the value of equity L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	End Term Quiz
18	Equity valuation	C4/T1 C14/T2	Lecture, Numerical exercises	Evaluate the value of equity L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	End Term Quiz
19	Relative Valuation: Equity Multiples	C5/T1, C8/T2	Lecture, Numerical exercises,	Understand & apply the relative valuation methodology Evaluate the value of equity using the equity multiples L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	End Term Quiz Project
20	Relative Valuation: Equity Multiples	C5/T1, C8/T2	Lecture, Numerical exercises,	Understand & apply the relative valuation methodology Evaluate the value of equity using the equity multiples L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	End Term Quiz Project
21	Relative Valuation: Enterprise Multiples	C5/T1, C8/T2	Lecture, Numerical exercises, Case Study	Evaluate the enterprise value using the firm value multiples L2, L3, L4	CO2 CO3	PO1 PO2 PO3 PO6	End Term Quiz Project

22	Contingent Claim Valuation	C7/T1	Lecture, Numerical exercises	Understand & apply the real option valuation methodology Analyse capital budgeting decision situations using the real options approach & evaluate such opportunities L2, L3, L4	CO1 CO2	PO1 PO2 PO3 PO6	End Term Quiz
23	Contingent Claim Valuation	C7/T1	Lecture, Numerical exercises	Understand & apply the real option valuation methodology Analyse capital budgeting decision situations using the real options approach & evaluate such opportunities L2, L3, L4	CO1 CO2	PO1 PO2 PO3 PO6	End Term Quiz
24	M&A: Basics of M&A, Theories of M&A	C25/T2	Lecture & discussion	Understand corporate restructuring L1	CO1 CO2	PO1 PO2 PO3 PO6	End Term Quiz
25	Valuation in M&A	C25/T2, C7/T2	Lecture, Numerical exercises, Case Study	Apply valuation methodologies in the context of M&A. Analyse the M&A deal for applying the valuation framework Evaluate the M&A deal L2, L3, L4	CO2 CO3 CO4	PO1 PO2 PO3 PO6 PO8 PO12	End Term Quiz
25	Structuring & Financing the deal	C25/T2	Lecture & Numerical exercises	Analyse & evaluate the deal. Formulate the financing mix for the M&A deal. L3, L4, L5	CO2 CO3 CO4	PO1 PO2 PO3 PO6 PO8 PO12	End Term
26	M&A Valuation...	C25/T2	Lecture & Numerical exercises	Analyse & evaluate the deal. Formulate the financing mix for the M&A deal. L3, L4, L5	CO2 CO3 CO4	PO1 PO2 PO3 PO6 PO8 PO12	End Term
27	Intangible assets	C9/T1	Lecture & Numerical exercises	Understand & apply the valuation methodologies for intangible assets. L1, L2	CO1	PO1 PO2 PO3 PO6	End Term
28	Intangible assets	C9/T1	Lecture & Numerical exercises	Understand & apply the valuation methodologies for intangible assets. L1, L2	CO1	PO1 PO2 PO3 PO6	End Term

29	Case Discussion	C10:10.4/T1			CO5 CO6	PO1 PO2 PO3 PO6	End Term
30	Summing up						

Bloom's Taxonomy ; Level of Learning : L1 = Remember & understand

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

Programme outcomes	CO2408.1	CO2408.2	CO 2408.3	CO 2408.4	CO 2408.5	CO 2408.6
PO 1	3	3	3	3	2	2
PO 2	3	3	3	2		
PO 3	2	2	2	2	1	
PO 4						
PO 5						
PO 6	2	2	2	2	2	2
PO 7						
PO 8						2
PO 9						
PO10						
PO11						
PO12						3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

J. Mapping of Course Outcomes with Evaluation Components:

Course Outcomes	Quizzes	Class Test	Term Project	End Term Exam	Class Participation
CO 2407.1	Y	Y			Y
CO 2407.2	Y	Y			Y
CO 2407.3	Y	Y	Y	Y	Y
CO 2407.4	Y	Y	Y	Y	Y
CO 2407.5			Y	Y	Y
CO 2407.6			Y	Y	Y

K. Term Project Guidelines:

- Each student must identify a company.
- All students should ideally identify companies in the different industries.
- For the companies identified relative valuation technique should be used to calculate the value of the equity or firm as prescribed by the course-in-charge.
- Each student should submit a report on the relative valuation methodology used to value the company.

L. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions

- Will be regular in the class
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

M. Attendance.

- A student with less than the minimum required attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) grade. For details see the please refer to the University Rules.

N. Faculty Details and meeting timings:

Dr Sankersan Sarkar, Associate Professor, TSB

Contact Hours: Monday to Saturday, Time : 1600 hrs to 1700 hrs

Email: Sankersan.sarkar@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Security Analysis and Portfolio Management | MB 2409 | 3 Credits | 2 0 2 3

Session: Aug 19 – Oct 19 | Faculty: Dr. Umesh Solanki | Class: IV Trimester (Program Elective)

- A. **Introduction:** The Security Analysis and Portfolio Management is important from the investors and portfolio managers' point of views to be able to understand and analyse the securities and capital markets in a better way to take the decisions about the investments. Security Analysis and Portfolio Management describes the various tools and techniques that can be used to do the analysis of different financial instruments. Not only in India, but also in the whole world for the investment in different financial instruments the knowledge of Securities, their Markets, Tools & Techniques used in the analysis, and the Portfolio Management is very important.

Therefore, it has been an important subject for management students to learn and understand the concepts and the implications of spreadsheet, i.e., how the spreadsheet can be utilized in the best way to get the desired output of the problems. Persons from any specialization, i.e., either from finance, marketing, HR, operations, logistics, international business, are required to have the basic knowledge of these tools and techniques and their functioning on the spreadsheet and other required software to get the desired results quickly and hence, to save the time with accuracy because each and every person is required to manage his / her funds and invest in different instruments.

Therefore, this course is of vital importance to the managers that will enable them to understand and apply the basic concept of Security Analysis and Portfolio Management while working in the corporates. This will improve their efficacy in dealing with various situations and in taking decisions. This course will also open an insight of the participants to have a better understanding and outlook of different events and their relationships.

- B. **Course Outcomes:** On completion of this course the students will be able to:

- [2104.23]. Understand the fundamental concepts of investment scenarios, financial markets, market participants and their operational roles, especially in the real business world.
- [2104.24]. Understand the valuation and analysis techniques of financial instruments and investment scenarios, etc. and the various theories and techniques used in the portfolio management as well.
- [2104.25]. Find out problem(s) & apply relevant techniques or do the valuation of financial instruments & investment scenarios, etc. in real life situations, by using spreadsheet or other software, to make sound decisions, to develop the analytical skills.
- [2104.26]. Find out problem(s) & apply relevant techniques or theories for valuation or to do the selection, evaluation & revision of portfolios in real life situations, by using spreadsheet or other software, to make sound decisions to increase employability.
- [2104.27]. Analyse these financial instruments, investment scenarios and portfolios, etc. through spreadsheet in different situations, to make sound decisions, especially in the real business world and interpret them to enhance the chances of entrepreneurship.

C. Program Outcomes and Program Specific Outcomes

- [PO 1]. Apply appropriate technical tools in a managerial context.
- [PO 2]. Articulate business context in terms of functional aspects.
- [PO 3]. Describe inter linkages among functional areas of an enterprise.
- [PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO 10]. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks	Session No.
Internal Assessment (Formative)	Mid-Term Exam (Closed Book)	20	Mid of Trimester
	Quiz-1	05	#10
	Quiz-2	05	#26
Questions & Class Participation (Formative)	Questions & Class Participation	10	All sessions
Term Project (Summative)	Project work	10	#14-28;
	Viva-voce	10	Submission: #28
End Term Exam (Summative)	End-Term Exam (Open/Closed Book)	40	End of Trimester
	Total	100	
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		

E. Course Outline:

Investment Scenario and Indian Stock Market: Types of Investments, Objectives & Constraints of Investments, Stock Market in India, Markets for Securities;

Risk and Return: Measurement of Risk and Return of securities and related concepts;

Fundamental Analysis: E-I-C analysis for stocks;

Bond Analysis: Analysis of bonds and bond portfolios;

Technical Analysis: Overview of basic tools and patterns;

Portfolio Theories and Asset Pricing: Markowitz Mean Variance Model of Risk Return Optimization, Capital Asset Pricing Model, Arbitrage Pricing Theory, CML, SML;

Efficient Market Hypothesis: Random Walk Theory and EMH;

Derivatives Market: Basics and overview of Derivatives market;

Portfolio Selection, Evaluation and Revision: Performance Measurements: Jensen's Performance Index, Sharpe's Index, Treynor's Index, Portfolio Revision Strategy;

Behavioural Finance: Overview of behavioral finance

F. Text & Reference Books:

Text Books:

- D. Ranganatham M., Madhumati R., Security Analysis and Portfolio Management, 2nd Edition, 2014, Pearson
- E. Chandra Prasanna, Investment Analysis and Portfolio Management, 5th Edition, 2018, McGraw Hill Education

Reference Books:

- R21. Kevin S., Security Analysis and Portfolio Management, Edition, 2006, Prentice Hall of India
- R22. Luenberger G. David, Investment Science, Edition, 2014, Oxford University Press
- R23. Elton, Gruber, Brown & Goetzmann, Modern Portfolio Theory & Investment Analysis, 8th Edition, 2017, Wiley
- R24. Security Analysis, 2005, ICFAI University, Hyderabad
- R25. Fischer & Jordan, Security Analysis and Portfolio Management, 6th Edition, 2016, Pearson
- R26. Portfolio Management, 2004, ICFAI University, Hyderabad
- R27. Pandian Punithavathy, Security Analysis and Portfolio Management, Edition, 2012, Vikas Publishing House Pvt. Ltd.

G. Lecture Plan:

S. No	Contents	Book Chapter/ Reading	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	CO	PO	Mode of Assessing Outcome
1	Investment Scenario and Indian Stock Market: Types of Investments, Objectives & Constraints of Investments,	R4 Page No. 2-20, T1 Page No. 19, 20, T2 Page No. 3.10-3.12	Lecture and Discussion with examples	The participants will be able to: 4. Learn about the investment and stock market in India. 5. Understand the types of investments. 6. Understand about the objectives & constraints of investments. (L1)	CO1	PO2	Quiz Mid Term Q & CP
2	Stock Market in India,	R4 Page No. 93-95, 98-	Lecture and Discussion	The participants will be able to:	CO1	PO2	Quiz Mid Term Q & CP

	Markets for Securities,	101, 104-107, 133-147, 80-82, 86, 87, T1 Page No. 21-43	with examples	5. Learn about the Indian stock markets. 6. Understand the markets for securities. (L1)			
3	Types of Investments,	R4 Page No. 2-20, T1 Page No. 19, 20, T2 Page No. 3.10-3.12	Lecture and Discussion with examples	The participants will be able to: 3. Learn about the investment and stock market in India. 4. Understand the types of investments. (L1)	CO1	PO2	Quiz Mid Term Q & CP
4	Risk and Return: Measurement of Risk and Return of securities,	R4 Page No. 22-33, T2 Page No. 4.6-4.17, R5 Page No. 72-82,	Lecture, Discussion, Numerical, Security Analysis and Project Work all Working on Spreadsheet	The participants will be able to understand, evaluate and analyse the risk and return and suggest the solutions of the problems or numerical. (L2, L3 & L4)	CO2 CO3 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz Mid Term Q & CP Term Project
5	Measurement of Risk and Return of securities and related concepts,	R4 Page No. 33-45, T2 Page No. 4.17-4.24	Discussion, Numerical, Security & Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to evaluate and analyse the risk and return and suggest the solutions of the problems or numerical. (L2, L3 & L4)	CO3 CO5	PO1 PO4 PO6 PO10 PO12	Quiz Mid Term Q & CP Term Project
6	Measurement of Risk and Return of securities and related concepts - Numerical	R4 Page No. 33-45, T2 Page No. 4.17-4.24	Discussion, Numerical, Security & Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to evaluate and analyse the risk and return and suggest the solutions of the problems or numerical. (L2, L3 & L4)	CO3 CO5	PO1 PO4 PO6 PO10 PO12	Quiz Mid Term Q & CP Term Project
7	Fundamental Analysis: E-I-C analysis for stocks,	R4 Page No. 204-229, T1 Page No. 234-354, R5 Page No. 101-279	Lecture, Discussion, Numerical, Security Analysis and Project Work all Working on Spreadsheet	The participants will be able to: 3. Understand the fundamental analysis and its approaches. 4. Do the E-I-C analysis. (L1, L2, L3 & L4)	CO2 CO3 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz Mid Term Q & CP
8	E-I-C analysis for stocks,	R4 Page No. 204-229, T1	Lecture, Discussion, Numerical, Security	The participants will be able to: 3. Understand the fundamental	CO2 CO3 CO5	PO1 PO2 PO4 PO6	Quiz Mid Term Q & CP

		Page No. 306-354, R5 Page No. 101-279	Analysis and Project Work all Working on Spreadsheet	analysis and its approaches. 4. Do the E-I-C analysis. (L1, L2, L3 & L4)		PO10 PO12	
9	Bond Analysis: Analysis of bonds,	R4 Page No. 46-58, R5 Page No. 285-319	Lecture, Discussion, Numerical, Security Analysis and Project Work all Working on Spreadsheet	The participants will be able to: 3. Calculate return and risk involved in bonds. 4. Analyze bonds. (L1, L2, L3 & L4)	CO2 CO3	PO1 PO2 PO6	Quiz Mid Term Q & CP Term Project
10	1 st Quiz,	T1, T2, R4 & R5	MCQs, Fill in the blanks and very short numerical	The participants will be able to apply different techniques to evaluate and analyze the different types of financial instruments and find out the solution of these. (L2, L3 & L4)	CO1 CO2 CO3 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz
11	Analysis of bonds and bond portfolios - Numerical	R4 Page No. 58-61, R5 Page No. 324-359	Lecture, Discussion, Numerical, Security & Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to: 3. Calculate return and risk involved in bonds. 4. Do the analysis by using risk and return. (L1, L2, L3 & L4)	CO2 CO3	PO1 PO2 PO6	Quiz End Term Q & CP Term Project
12	Technical Analysis: Overview of basic tools and patterns,	R4 Page No. 287-307, T1 Page No. 356-386, R5 Page No. 510-531	Lecture, Discussion and , Security Analysis, all Working on Spreadsheet	The participants will be able to: 3. Understand the technical analysis, its tools, charts and its patterns. 4. Apply the tools, charts and its patterns for analysis and decision making. (L1, L2 & L3)	CO2 CO3 CO5	PO1 PO2 PO6 PO10 PO12	Quiz End Term Q & CP
13	Portfolio Theories and Asset Pricing: Markowitz Mean Variance Model of Risk Return Optimization,	R6 Page No. 106, 107, 109-111, T1 Page No. 526-530, R7	Lecture, Discussion and Portfolio Analysis	The participants will be able to: 5. Know about the portfolio theories and asset pricing models. 6. Understand the Markowitz	CO2 CO4	PO1 PO2 PO6	Quiz End Term Q & CP

		Page No. 336-340		mean variance model of risk return optimization. (L1, L2 & L3)			
14	Markowitz Mean Variance Model of Risk Return Optimization, CML,	R6 Page No. 111-118, R5 Page No. 574-580, 636-641, R3 Page No. 79-92	Lecture, Discussion, Numerical and Portfolio Analysis all Working on Spreadsheet	The participants will be able to: 6. Use the Markowitz mean variance model of risk return optimization. 7. Understand about the CML and use it for analysis and decision making. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO6 PO10 PO12	Quiz End Term Q & CP
15	CML, Capital Asset Pricing Model,	R6 Page No. 107, 108, 118-132, R4 Page No. 61–66, T1 Page No. 495-502, 456, R5 Page No. 641-646	Lecture, Discussion, Numerical and Portfolio Analysis all Working on Spreadsheet	The participants will be able to understand about the CAPM and use CML & CAPM for analysis and decision making. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO6 PO10 PO12	Quiz End Term Q & CP Term Project
16	Capital Asset Pricing Model, SML,	R6 Page No. 107, 108, 118-132, R4 Page No. 61–66, T1 Page No. 495-502, 456, R5 Page No. 641-646	Lecture, Discussion, Numerical and Security & Portfolio Analysis, all Working on Spreadsheet	The participants will be able to: 3. Understand about the CAPM and use it for analysis and decision making. 4. Understand about the SML and use it for analysis and decision making. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO6 PO10 PO12	Quiz End Term Q & CP
17	Arbitrage Pricing Theory,	R6 Page No. 134-140, T1 Page No. 536-541	Lecture, Discussion and Portfolio Analysis all Working on Spreadsheet	The participants will be able to understand about the APT and use it for analysis and decision making. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO6 PO10 PO12	End Term Q & CP
18	Efficient Market	R6	Lecture, and Discussion	The participants will be able to	CO2	PO1 PO2	Quiz End Term

	Hypothesis: Random Walk Theory,	Page No. 261, R4 Page No. 336-350, T1 Page No. 518-526, R5 Page No. 538-556		understand about the EMH and random walk theory. (L1 & L2)		PO6	Q & CP
19	Efficient Market Hypothesis,	R6 Page No. 261, R4 Page No. 336-350, T1 Page No. 518-526, R5 Page No. 538-556	Lecture, Discussion and Working on Spreadsheet	The participants will be able to understand about the efficient market hypothesis. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO6 PO10 PO12	Quiz End Term Q & CP
20	Derivatives Market: Basics,	R4 Page No. 493-543, T1 Page No. 198-203, 459-461	Lecture and Discussion with examples	The participants will be able to understand about the derivatives and their markets. (L1)	CO1	PO2	Quiz End Term Q & CP
21	Overview of Derivatives Market,	R4 Page No. 493-543, T1 Page No. 203-216, 461-477	Lecture, Discussion, Numerical and Portfolio Analysis all Working on Spreadsheet	The participants will be able to understand about the derivatives, their market and evaluate them to take investment decisions. (L1, L2, L3 & L4)	CO1 CO2 CO3 CO4 CO5	PO1 PO2 PO6 PO10 PO12	Quiz End Term Q & CP
22	Portfolio Selection, Evaluation and Revision: Portfolio Selection,	R6 Page No. 169-182, T1 Page No. 531-536, R5 Page No. 598-604, R3 Page No. 180-192	Lecture, Discussion, Numerical, Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to understand about the portfolio selection models or methods and use these for formation of portfolios for investment. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz End Term Q & CP Term Project
23	Portfolio Selection,	R6 Page No. 169-182, T1 Page No. 531-536, R5	Lecture, Discussion, Numerical, Portfolio Analysis and Project Work all Working	The participants will be able to understand about the portfolio selection models or methods and use these for formation	CO2 CO4 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz End Term Q & CP Term Project

		Page No. 598-604, R3 Page No. 180-192	on Spreadsheet	of portfolios for investment. (L1, L2, L3 & L4)			
24	Performance Measurements: Sharpe's Index,	R6 Page No. 224-227, T1 Page No. 614-623	Lecture, Discussion, Numerical, Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to know about the Sharpe's ratio and use this for evaluation and analysis of portfolios for investment. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz End Term Q & CP Term Project
25	Treynor's Index,	R6 Page No. 224-227, T1 Page No. 614-623	Lecture, Discussion, Numerical, Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to know about the Treynor's ratio and use these for evaluation and analysis of portfolios for investment. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz End Term Q & CP Term Project
26	2 nd Quiz,	T1, T2, R3, R4, R5, R6 & R7	MCQs, Fill in the blanks and very short numerical	The participants will be able to apply different techniques to evaluate and analyze the different types of financial instruments and find out the solution of these. (L2, L3 & L4)	CO1 CO2 CO3 CO4 CO5	PO1 PO2 PO4 PO6 PO10 PO12	Quiz
27	Jensen's Performance Index,	R6 Page No. 227-231, T1 Page No. 623-627, R7 Page No. 416-419	Lecture, Discussion, Numerical, Portfolio Analysis and Project Work all Working on Spreadsheet	The participants will be able to know about the Jensen's performance index and use it for evaluation and analysis of portfolios for investment. (L1, L2, L3 & L4)	CO2 CO4 CO5	PO1 PO2 PO4 PO6 PO10 PO12	End Term Q & CP Term Project
28	Portfolio Revision Strategy,	R6 Page No. 204-212	Lecture and Discussion	The participants will be able to understand the portfolio revision strategy and use it. (L1 & L2)	CO2	PO2	End Term Q & CP
29	Portfolio Revision Strategy – Numerical	R6 Page No. 204-212	Lecture, Discussion, Numerical and Working on Spreadsheet	The participants will be able to understand & apply the portfolio revision strategy and use it. (L1 & L2)	CO2	PO2	End Term Q & CP Term Project

30	Behavioural Finance: Overview of behavioural finance.	R3 Page No. 438-452, T1 Page No. 708, 709	Lecture and Discussion	The participants will be able to understand the concept of behavioural finance. (L1)	CO2	PO2	End Term Q & CP
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Bloom's Taxonomy; Level of Learning: L1 = Remember & understand
L2 = apply
L3 = Analysis and synthesis
L4 = Evaluate
L5 = Create

H. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

Programme outcomes	CO2409.1	CO2409.2	CO 2409.3	CO 2409.4	CO 2409.5
PO 1		3	3	3	
PO 2	2				
PO 3					
PO 4					3
PO 5					
PO 6			3	3	
PO 7					
PO 8					
PO 9					
PO10					3
PO11					
PO12					3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

I. Mapping of Course Outcomes with Evaluation Components:

Course Outcomes	Quizzes	Questions & Class Participation	Ind. Term Project	Mid-Term Exam	Viva-voce or Presentation	End-Term Exam
CO 2409.1	✓	✓	✓	✓	✓	
CO 2409.2	✓	✓	✓	✓	✓	✓
CO 2409.3	✓		✓	✓	✓	✓
CO 2409.4	✓		✓		✓	✓
CO 2409.5	✓	✓	✓		✓	✓

J. Term Project Guidelines:

- Each student must identify the companies.
- All students should ideally identify companies in the different industries.
- For the companies identified tools & techniques should be used to evaluate the securities for investment or to prepare a portfolio and its revision.
- Each student should submit a report on the analysis of securities applicable and preparation of portfolio with the adequate procedure followed for the same.

K. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions
- Will be regular in the class
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

L. Attendance.

- A student with less than the minimum required attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) grade. For details refer to the University Rules.

M. Faculty Details and meeting timings:

Faculty: Dr. Umesh Solanki, Associate Professor, TSB

Contact Hours: Tuesday, Wednesday & Friday 16:30 Hrs to 17:30

Email: umesh.solanki@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Fixed Income Securities | MB 2410 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Dr Sankersan Sarkar | Class: IV Trimester (Program Elective)

A.

Introduction: The purpose of this course is to make its target audience understand the significance of fixed income securities as an asset class. A financial analyst would be required to value fixed income securities and the other variants of debt securities including the floating rate instruments. Further an investment manager has to understand the impact of various investment decisions related to debt securities on the value of the overall portfolio. An investor needs to understand the valuation of debt securities and the risks involved in order to arrive at a buy, sell or hold decision. This course aims at equipping its target audience with the various tools and techniques related to debt securities, and arrive at appropriate decisions related with management of the investments and management of risk.

B. Course Outcomes:

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

- [2410.1]. Articulate and describe the characteristics of debt instruments as an investment asset.
- [2410.2]. Describe the markets for debt instruments and its various segments.
- [2410.3]. Estimate the value of the conventional debt securities and the other variants.
- [2410.4]. Demonstrate the ability to make decision on investment in debt securities.
- [2410.5]. Describe the risks involved in investment in debt securities.
- [2410.6]. Measure the risks involved in investment in debt securities.
- [2410.7]. Describe the term structure of interest rates and how it affects the realized returns.
- [2410.8]. Apply the various concepts related with debt securities and develop skills that would enhance employability.

C. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO.1]. Apply appropriate technical tools in a managerial context.
- [PO.2]. Articulate business context in terms of functional aspects.
- [PO.3]. Describe inter linkages among functional areas of an enterprise.
- [PO.4]. Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO.5]. Articulate various concepts in management and demonstrate their application in specific business context.
- [PO.6]. Describe a problem faced by an enterprise and demonstrate the application of specific concept(s) in that context.
- [PO.7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO.8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO.9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO.10]. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO.11]. Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO.12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Formative)	Class Test (Closed Book)	20
	Surprise Quiz-1	10
	Surprise Quiz-2	10
Class Participation (Formative)	Class Participation	10
Term Project (Summative)	Project work	10
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E. Course Outline:

Introduction: Features of fixed income securities; legal, regulatory and tax considerations; structure of cash flows from bonds; contingency provisions in bonds

Markets for debt securities: Overview of markets for fixed income securities, primary & secondary bond markets; sovereign bonds; non-sovereign bonds; corporate debt securities; short-term financing sources for banks

Valuation of bonds: Bond pricing and related issues, conventions for quotes of prices and yields, maturity structure of interest rates, yield spreads

Risks involved with fixed income securities: Types of risk related with interest rates, measures of interest rate risk, interest rate risk and investment horizon, credit risk and liquidity risk

Term structure of interest rates: Spot and forward interest rates: forward rate model; YTM & spot rates and related issues, the forward curve & related issues, traditional theories of term structure of interest rates

Overview of fixed income portfolio management: The framework for fixed income portfolio management; various strategies and related matters

F. Alignment of Assessment tools to COs

Course Outcomes	Quizzes	Class Test	Term Project	End Term Exam	Class Participation
CO 2410.1	Y	Y			Y
CO 2410.2	Y	Y			Y
CO 2410.3	Y	Y	Y	Y	Y
CO 2410.4	Y	Y	Y	Y	Y
CO 2410.5			Y	Y	Y
CO 2410.6			Y	Y	Y
CO 2410.7			Y	Y	Y
CO 2410.8			Y	Y	Y

G. CO Articulation Matrix

Programme outcomes	CO2410.1	CO2410.2	CO2410.3	CO2410.4	CO2410.5	CO2410.6	CO2410.7	CO2410.8
PO 1	3	3	3	3	2	2		
PO 2	3	3	3	2				
PO 3	2	2	2	2	1			
PO 4								
PO 5								
PO 6	2	2	2	2	2	2	2	2

PO 7								
PO 8						2		
PO 9								
PO10								
PO11								
PO12						3	2	2

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

H. Session Plan

S.No.	Contents	Book Chapter/Reading	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	COs	PO
1.	Introduction: features of fixed income securities	C1/T1	Lecture, Numerical exercises	Describe the features of fixed income securities L1	CO1	PO1 PO2 PO3 PO6
2.	Legal, regulatory & tax considerations	C1/T1	Lecture, Numerical exercises	Describe the legal, regulatory & tax provisions related with FIS. Analyse the implications for investors. L1, L2, L3	CO1	PO1 PO2 PO3 PO6
3.	Structure of cash flows from bonds	C1/T1	Lecture, Numerical exercises	Describe how the cash flows of FIS are structured L1, L2, L3	CO1	PO1 PO2 PO3 PO6
4.	Contingency provisions in bonds	C1/T1	Lecture, Numerical exercises	Describe the contingency provisions related with bonds. Analyse how they affect the timing & amount of cash flows. L1, L2, L3	CO1	PO1 PO2 PO3 PO6
5.	Bonds misc.	C1/T1	Discussion	Understand other aspects related with bonds L1, L2, L3	CO1	PO1 PO2 PO3 PO6
6.	Markets for debt securities: Overview of markets	C2/T1	Lecture, & discussion	Describe the debt markets around the world L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6
7.	Primary & secondary markets	C2/T1	Lecture & discussion	Describe the activities in the primary & secondary markets L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6

8.	Sovereign & non-sovereign instruments	C2/T1	Lecture & discussion	Describe the markets for sovereign & non-sovereign instruments L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6
9.	Sovereign & non-sovereign instruments	C2/T1	Lecture & discussion	Describe the markets for sovereign & non-sovereign instruments L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6
10.	Short-term financing sources of banks	C2/T1	Lecture & discussion	Describe the short-term financing sources of banks L1, L2, L3	CO1 CO2	PO1 PO2 PO3 PO6
11.	Valuation of bonds: Bond pricing & related issues	C3/T1	Lecture, Numerical exercises	Articulate the various factors involved in bond valuation. Apply bond valuation model. L1, L2, L3, L4	CO1 CO2 CO3	PO1 PO2 PO3 PO6
12.	Conventions for quotes of prices & yields	C3/T1	Lecture, Numerical exercises	Articulate the pricing conventions. Apply pricing conventions for bond valuation. L1, L2, L3, L4	CO1 CO2 CO3	PO1 PO2 PO3 PO6
13.	Maturity structure of interest rates	C3/T1	Lecture, Numerical exercises	Describe the maturity structure of interest rates. Articulate the implication for bond pricing. L1, L2, L3, L4	CO1 CO2 CO3	PO1 PO2 PO3 PO6
14.	Maturity structure of interest rates	C3/T1	Lecture, Numerical exercises	Describe the maturity structure of interest rates. Articulate the implication for bond pricing. L1, L2, L3, L4	CO1 CO2 CO3	PO1 PO2 PO3 PO6
15.	Yield spreads	C3/T1	Lecture & discussion, Numerical exercises	Articulate the implication of spreads on bond valuation L1, L2, L3, L4	CO1 CO2 CO3 CO4	PO1 PO2 PO3 PO6
16.	Risks involved in fixed income securities: Types of risk	C4/T1	Lecture, Numerical exercises	Articulate the types of risk. Describe the impact of risk. Estimate the effect of risk factors on realised return.	CO4 CO5 CO6	PO1 PO2 PO3 PO6

				L1, L2, L3, L4		
17.	Measures of interest rate risk	C4/T1	Lecture, Numerical exercises	Analyse the various components of interest rate risk. Measure interest rate risk. Estimate the impact of interest rate risk on bond value. L1, L2, L3, L4	CO4 CO5 CO6	PO1 PO2 PO3 PO6
18.	Measures of interest rate risk	C4/T1	Lecture, Numerical exercises	Analyse the various components of interest rate risk. Measure interest rate risk. Estimate the impact of interest rate risk on bond value. L1, L2, L3, L4	CO4 CO5 CO6	PO1 PO2 PO3 PO6
19.	Investment horizon & interest rate risk	C4/T1	Lecture, Numerical exercises	Demonstrate the implications of interest rate risk for investment horizon. Decide on the most appropriate investment horizon. L1, L2, L3, L4	CO4 CO5 CO6	PO1 PO2 PO3 PO6 PO8 PO12
20.	Credit risk & liquidity risk	C4/T1	Lecture & discussion	Describe the implications of credit risk & liquidity risk L1, L2, L3, L4	CO4 CO5	PO1 PO2 PO3 PO6
21.	Term structure of interest rates: spot & forward rates	C10/T1	Lecture, Numerical exercises	Articulate the various types of interest rates & various measures of return. Describe forward pricing model. L1, L2, L3, L4	CO7	PO1 PO2 PO3 PO6 PO8
22.	YTM & spot rates, and related issues	C10/T1	Lecture, Numerical exercises	Describe forward rate model. L1, L2, L3, L4	CO7	PO1 PO2 PO3 PO6 PO8 PO12
23.	Forward curve & related issues	C10/T1	Lecture, Numerical exercises	Calculate forward & spot prices. L1, L2, L3, L4	CO7	PO1 PO2 PO3 PO6 PO8 PO12

24.	Theories of term structure of interest rates	C10/T1	Lecture, Discussion	Articulate theories of interest rates. Describe implications of the theories of interest rates for investment decisions. L1, L2, L3, L4	CO7	PO1 PO2 PO3 PO6 PO8 PO12
25.	Theories of term structure of interest rates	C10/T1	Lecture, Discussion	Articulate theories of interest rates. Describe implications of the theories of interest rates for investment decisions. L1, L2, L3, L4	CO7	PO1 PO2 PO3 PO6 PO8 PO12
26.	Fixed income portfolio management: The framework	C11/T1	Lecture & discussion	Articulate the framework of bond portfolio management L1, L2, L3	CO8	PO1 PO2 PO3 PO6
27.	The framework...	C10/T1	Lecture & discussion	Articulate the framework of bond portfolio management L1, L2, L3	CO8	PO1 PO2 PO3 PO6
28.	Strategies for managing bond portfolios	C10/T1	Lecture & discussion	Articulate the classification of strategies. Describe various strategies. L2, L3, L5	CO8	PO1 PO2 PO3 PO6 PO8 PO12
29.	Strategies for managing bond portfolios	C10/T1	Lecture & discussion	Describe various strategies. L2, L3, L5	CO8	PO1 PO2 PO3 PO6 PO8 PO12
30.	Revision		Discussion	Clarification of misc. doubts		

Bloom's Taxonomy ; Level of Learning : L1 = Remember & understand, L2 =apply, L3 = Analysis and synthesis, L4 = Evaluate, L5 = Create

I. Term Project (Project work) Guidelines:

- Students should start their project work around session no. 15, complete the same and submit the Project Report at the end of session no. 30.
- Each student should identify a particular market.
- Each student should prepare a report on the major debt securities traded in the chosen market.

J. Text & References

Text Books:

F. Fixed Income Analysis, 3e, Barbara S. Petit, Jerald E. Pinto & Wendy L. Pirie, Wiley

References:

- C1. The Handbook of Fixed Income Securities, 8e, Frank J. Fabozzi, McGraw Hill Education
- C2. Fixed Income Securities: Valuation, Risk and Risk Management, Pietro Veronesi, Wiley
- C3. Bond Markets, Analysis and Strategies, 8e, Frank J. Fabozzi, Pearson

K. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions
- Will be regular in the class
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

L. Attendance.

- A student with less than the minimum required attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) grade. For details see the please refer to the University Rules.

M. Faculty Details and meeting timings:

Dr Sankersan Sarkar, Associate Professor, TSB

Contact Hours: Monday to Saturday, Time : 1600 hrs to 1700 hrs

Email: Sankersan.sarkar@jaipur.manipal.edu

MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Banking & Insurance | MB 2411 | 3 Credits | 3 0 0 3

Session: Aug. 19 – Oct 19 | Faculty: Dr Savitha B Shelley | Class: MBA IV Trimester Finance Elective)



Introduction: The course is offered by TAPMI School of Business for 4th Trimester students, who have opted for finance specialization of MBA program. Banking is the backbone of an economy and thus the primary objective of the course is to acquaint the students with the banking practice and procedures. The course provides a solid foundation in the general principles of the financial management of commercial banks. It focus on practices, policies, and problems of commercial bank management and operations, especially capital adequacy, loan and investment policies, liquidity management with the primary objective of maximizing value. In the context of a bank's management, the course assists in developing and implementing commercial bank policies and principles, credit procedures, and risk management strategies to create value. This course also familiarizes students with insurance practice and procedure and enables the students to understand the parts of insurance contract and different insurance company operations.

G. Course Outcomes: At the end of the course, students will be able to,

[MB 2411.1]. Assess the different borrowing needs of individual and corporate customers and compare the range of credit products and services available to meet these requirements.

[MB 2411.2]. Develop a framework of analysis, and skills to conduct a basic level risk appraisal of borrowers in order to formulate risk management strategies to create value.

[MB 2411.3]. Describe and apply relevant processes of monitoring and control of lending for credit risk mitigation.

[MB 2411.4]. Demonstrate knowledge of various insurance contracts, principles and provisions that govern life and non-life insurance plans.

H. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO 1]. Apply appropriate technical tools in a managerial context.

[PO 2]. Articulate business context in terms of functional aspects.

[PO 3]. Describe inter linkages among functional areas of an enterprise.

[PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.

[PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.

[PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO 10]. Demonstrate the ability to envision the possible negative impact of corporate decision and suggest the correct decision(s) in the context.

[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.

[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Quiz	20 (10*2)
	Project Assignment & Presentation	30 (15*2)
	Class Participation (Case discussion)	10
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

E. Syllabus:

Lending Policies of Banks & Credit Facilities: Establishing banks' lending policies under changing socio-economic and legal environment –types and Forms of bank advances – Principles of credit management – types of documents used for lending – Modes of creating charge – Evaluation of different types of securities. Credit Policy of RBI & individual Banks, Kinds of Credit facilities; Personal loans, Agricultural credit, Priority-sector loans, Corporate & Institutional credit; **Credit Process of Banks:** Various Credit Appraisal techniques, Financial analysis techniques for bank lending –Assessment of credit needs for fixed assets and working capital – Monitoring of advances – renewal and recovery of advances. Other Approach to lending, Monitoring & follow-up. Channel Financing. **Banking Norms & Recovery Management:** Classification of Assets and provisioning Norms. Assessment of Credit Risk. Credit Risk Management. Basel Norms. Recovery Management. Methods of Recovery. Legal and other methods of Recovery. Lok Adalat, Civil Suit, SARFAESI, DRT, IBC. **Introduction to Insurance:** Meaning, Purpose, Need of insurance, Insurance as a social Security tool, Risk v/s Uncertainty, Types of risks, Difference between assurance & insurance, Elementary knowledge of riders, Options, Guarantee, Provident fund with reference to insurance. Basic principles of insurance, Indemnity, Reinsurance, Role of insurance in the development of commerce & industry. Tax benefits under insurance policies. **General Insurance:** Meaning and role of General Insurance in India, **Life Insurance:** Basic elements of life insurance. Type of insurance plan: Whole life policy, Endowment plans, term annuities Plan, Pension Plan, Children Plans. **Marine Insurance:** Definition, procedure for issuing policy, types of marine insurance, conditions of policies, Marine Losses. Health Related Policies, Group Policies. **Fire Insurance:** Meaning & Scope, type of fire insurance policies, settlement of claims. Concept of Premium & Bonus, Concept of Surrender Value, Insurance Documents.

F. Text Books:

T 1. Suresh, P. & Paul, J. (2015), Management of Banking & Financial Services, 2nd Ed., Pearson.

G. References:

C 1: Mukherjee D. D, Credit Appraisal, Risk Analysis & Decision Making, Snow white, 8e, 2016

C 2: IIBF, Handbook on Debt Recovery, Taxmann, 2e, 2017

C3: Hibbeln & Martin, Risk Management in Credit Portfolios, Springer, 1e, 2010

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
	Introduction and Course Hand-out briefing	To acquaint and clear teachers expectations and understand student expectations	Lecture/Discussion	NA	NA
L1	Introduction to Banking & Indian Financial System	To get an insight into the constitutions, structure, objectives and working of the Banking Institutions and have a Bird's view of the Indian Financial System	Lecture/PPT	MB 2411.1	Quiz
L2	Lending Policies of Banks, types and Forms of bank advances and Principles of credit management	To comprehend policies of banks with regard to lending and basic principles of credit management	Lecture/PPT	MB 2411.1	Quiz End Term
L3	Modes of creating charge and Evaluation of different types of securities.	To understand various modes through which bank create charge and evaluate various types of securities accepted for creation of charge.	Lecture/PPT	MB 2411.1	Quiz End Term
L4	Credit Policy of RBI, Objectives of Monetary Policy, Methods of Credit Control	To understand the objectives of monetary policy and compare the methods of quantitative and qualitative credit controls	Case Analysis /PPT	MB 2411.1	Quiz End Term
L5	Credit Process of Banks	Understand the constituents of credit process.	Lecture	MB 2411.2	Quiz End term
L6	Credit Appraisal techniques for bank lending	Learn the fundamentals of credit appraisal in lending decision	Case Analysis /PPT	MB 2411.2	Quiz End term
L7	Assessment of credit needs for fixed assets and working capital	Assess the specific needs of corporate borrowers for funding their working capital and long term capital requirements and understand the methods employed by banks for the same.	Case Discussion/ Lecture	MB 2411.2	Quiz End Term
L8	Monitoring of advances	Understand the importance of credit	Lecture/PPT	MB 2411.3	Quiz

		monitoring after disbursal, recognize symptoms of financial distress.			
L9	Classification of Assets and provisioning Norms.	Gain knowledge about the prudential norms for asset classification, income recognition & provisioning.	Case/Lecture/PPT	MB 2411.2	Quiz End term
L10	Assessment of Credit Risk. Credit Risk Management.	Understand the concept of credit risk and learn about various credit risk mitigation techniques.	Lecture/PPT	MB 2411.3	Quiz End term
L11	Basel Norms.	Learn to measure capital adequacy as per Basel Norms and its application in Indian Context.	Lecture/PPT	MB 2411.3	Quiz
L12	Recovery Management. Methods of Recovery.	Understand the mechanism of rehabilitation & recovery.	Case Analysis Lecture/PPT	MB 2411.3	Quiz
L13	Introduction to Insurance, Need of insurance, Insurance as a social Security tool.	Acquaint with essential details of insurance contracts and understand its importance as a tool of risk management.	Lecture/PPT	MB 2411.4	Quiz Assignment End term
L14	Risk v/s Uncertainty, Types of risks, Difference between assurance & insurance.	Understand meaning of the term "risk" and different types of risk	Lecture/PPT	MB 2411.4	Quiz Assignment
L15	Riders, Options, Guarantee, Provident fund in the context of Insurance	Compare and contrast various added benefits available in Insurance contracts.	Lecture/PPT	MB 2411.4	Quiz Assignment
L16	Basic principles of insurance	Understand the guiding principles of Insurance contract.	Case analysis/ Lecture/PPT	MB 2411.4	Quiz Assignment End Term
L17	Reinsurance, Tax benefits under insurance policies.	Analyse various reinsurance facilities and tax benefits available under insurance plans.	Lecture/PPT	MB 2411.4	Quiz End term
L18	General Insurance	Understand basic types of general insurance policies	Lecture/PPT	MB 2411.4	Quiz Assignment End Term
L19	Life Insurance: Basic elements & Types	Learn essential features of life insurance contracts.	Lecture/PPT	MB 2411.4	Quiz Assignment
L20	Marine Insurance: Procedure for issuing policy, types of marine insurance, Marine Losses	Comprehend the concept and process of marine insurance.	Lecture/PPT	MB 2411.4	Quiz Assignment End term
L21	Fire Insurance: Meaning &	Understand fire insurance contract and	Lecture/PPT	MB 2411.4	Quiz Assignment

	Scope, type of fire insurance policies	various perils covered under fire insurance policies.			
L22	Concept of Premium, Bonus & Surrender Value,	Describe the concept of premium, bonus and surrender value with regard to insurance contracts.	Lecture/PPT	MB 2411.4	Quiz Assignment
L23	Project Presentation and Viva	Discuss the learning from term project	Lecture/PPT	MB 2411.2	End Term
L24	Project Presentation and Viva	Discuss the learning from term project	Lecture/PPT	MB 2411.2	End term

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2411.1]			2					1						NA	NA	NA
[MB 2411.2]					2		2							NA	NA	NA
MB 2411.3]								2			2			NA	NA	NA
[MB 2411.4]			1			1								NA	NA	NA

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

Financial Services | MB 2412 | 3 Credits | 3 0 0 3

Session: Aug 19 – Oct 19 | Faculty: Mr. Rahul Sharma | Class: IV Trimester

F. Introduction: A diversified and efficient financial system is necessary in economic development of any country. Financial sector in India has developed tremendously since the beginning of the economic planning and especially after first generation reform of 1991. Financial institutions and markets are two strong pillars of financial system. In order to strengthen the financial system and to answer the need of the hour, these institutions has to take certain decisions on a regular basis. These decisions changes the dynamics of market to a great extent. It is, therefore, important for the students of business management and especially those who have opted finance as a major to evaluate inter-relationship among the pillars of financial system and also, gauge how decisions taken by one entity affects almost the entire system. After completing the course, they will be able to design and apply the solution of the problems related to financial services.

G. Course Outcomes: At the end of the course, students will be able to,
[MB 2412.1]. Develop an understanding towards the various financial services.
[MB 2412.2]. Learn to analyze and evaluate the different financial services available for the organization and compare them & hence develop employability skills.
[MB 2412.3]. Evaluate and synthesize the various problems faced by the enterprise and the application of specific concept in that context.
[MB 2412.4]. Analyze and apply the ability to envision the possible negative impact of a corporate decision and suggest the correct decision in the context

H. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

- [PO.1] Apply appropriate technical tools in a managerial context.
- [PO.2] Articulate business context in terms of functional aspects.
- [PO.3] Describe inter linkages among functional areas of an enterprise.
- [PO.4] Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO.5] Articulate various concepts in management and demonstrate their application in specific business context.
- [PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO.10] Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.
- [PSO.1] N/A
- [PSO.2] N/A
- [PSO.3] N/A

D. Assessment Plan:

Criteria	Description	Maximum Marks	Week Due
Internal Assessment (Summative)	Class Participation	10	Continuous
	Mid Term	20	As per the schedule
	In class Quizzes and Assignments , Activity feedbacks (Accumulated and Averaged)	30	5 th & 9 th Week
	End Term Exam (Open/Close Book)	40	As per the schedule
End Term Exam (Summative)	Total	100	
	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.		
Attendance (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.		
Make up Assignments (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.		
Homework/ Home Assignment/ Activity Assignment (Formative)			

E. Syllabus:

Merchant Banking : Origin and development of merchant banking in India, scope, Organisational aspects and importance of merchant bankers, Latest guidelines of SEBI regarding merchant bankers

Leasing: concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee

Credit Rating : Concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects

Venture Capital: Types of venture capitalists, Different stages of venture capital financing, Funding & organizing a new venture, Contribution of PE investors to value creation in new ventures

Factoring: Development of factoring types & importance, procedural aspects in Factoring, financial aspects and prospects of factoring in India

Money Market related financial services: Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees, Repo rate & reverse repo rates

Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations, Factors affecting utilisation of plastic money in India

F. Text Books:

T1 - Pathak Bharti, The Indian Financial Systems: markets , Services and Institutions, Pearson Publication.

G. References:

- R1 - Dutt and Sundaram, Indian Economy, S Chand
- R2 - Tripathi Nalini Prava, Financial services, TMH
- R3 - Bessis Joel, Risk Management in Banking, Willy
- R4 - Majumdar N C, Modern Banking, NCBA

H. Lecture Plan:

Session No.	Topics	Learning Outcomes	Pedagogy	CLO	Mode of Assessing the Outcome
1.	Introduction & discussion of lesson plan.	Introduction	Discussion examples & Q – A	MB 2412.1	
2.	Introduction to financial services	Develop an understanding of financial services.	Discussion examples & Q – A	MB 2412.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
3	Introduction to merchant banking	Develop an understanding of the merchant banking & their services.	Discussion examples & Q – A	MB 2412.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
4	Importance of merchant banking & latest guidelines of SEBI regarding merchant bankers.	Learn about the importance of merchant banking & understand the SEBI guidelines for the merchant bankers	Discussion examples & Q – A	MB 2412.1	Quiz, Class participation, Assignment, Mid-Term & End term exam
5	Introduction to leasing, types of leasing, advantages to lessor and lessee	Learn about leasing, different types of leasing & advantages of leasing to lessor & the lessee both	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
6	Comparison of lease or buy decisions & impact of different types of lease on P&L and balance sheet	Understand to compare the lease or buy decisions & analyse their impact on the P&L & balance sheet of the company	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
7.	Comparison of lease or buy decisions & impact of different types of lease on P&L and balance sheet	Understand to analyze the lease & buy decisions for various types of lease & their impact on P&L & Balance Sheet	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam

8.	Comparison of lease or buy decisions & impact of different types of lease on P&L and balance sheet	Practice to analyze the lease & buy decisions for various types of lease & their impact on P&L & Balance Sheet	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
9	Comparison of lease or buy decisions & impact of different types of lease on P&L and balance sheet	Practice to analyze the lease & buy decisions for various types of lease & their impact on P&L & Balance Sheet	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
10	Introduction to credit ratings factors affecting credit rating and procedural aspects	Develop an understanding of the concept of credit ratings.	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
11	Application and analysis of credit ratings	Understand how the credit rating have impacted the fund raising of an organization & analyse the different credit ratings & their impact.	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
12	Assessment of credit rating	Assess the credit rating of different companies.	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class Participation, Assignment, Mid – Term & End Term Exam
13	Introduction to Venture capital, types and stages	Develop an understanding about the venture capital its types & stages	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
14	Process of funding & contribution of PE towards value creation in new ventures	Understand the process of fund raising at various stages with how value is created through new ventures	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
15	Process of funding & contribution of PE towards value creation in new ventures	Understand the process of fund raising at various stages with how value is created through new ventures	Case Studies, Assignments, Live Project	MB 2412.2	Quiz, Class participation, Assignment, Mid-Term & End term exam
16	Valuation in Venture Capital	Learn how the firms are valued at the time of funding	Discussion and Class Exercise	MB 2412.3	Quiz, Class participation, Assignment, Mid-Term & End term exam
17	Introduction to factoring, types of	Develop an understanding of factoring as a	Discussion & Class Exercise	MB 2412.2	Quiz, Class participation,

	factoring & financial aspects of factoring	concept, It's advantages & objectives			Assignment & End term exam
18	Evaluating factoring services & decision making	Analyze the different factoring options available & make the best choice.	Lecture, discussion & examples	MB 2412.1	Quiz, Class participation, Assignment & End term exam
19	Evaluating factoring services & decision making	Analyzing the different factoring options available & make the best choice among given alternative options.	Lecture, discussion & examples	MB 2412.1	Quiz, Class participation, Assignment & End term exam
20	Evaluating factoring services & decision making	Analyzing the different factoring options available & make the best choice out of given options.	Lecture, discussion & examples	MB 2412.1	Quiz, Class participation, Assignment & End term exam
21	Introduction to money market and various terms related to money market	Develop an understanding of the money market concepts & instruments	Discussion, Q-A	MB 2412.3	Quiz, Class participation, Assignment & End term exam
22	Introduction to money market and various terms related to money market	Develop an understanding of the money market concepts & instruments	Lecture, discussion & examples	MB 2412.4	Quiz, Class participation, Assignment & End term exam
23	Calculation of money market yields & their comparison	Learn to compute & analyze the different yields of money market instruments.	Lecture, discussion & examples	MB 2412.4	Quiz, Class participation, Assignment & End term exam
24	Calculation of money market yields & their comparison	Practice to compute & analyze the different yields of money market instruments.	Lecture, discussion & examples	MB 2412.4	Quiz, Class participation, Assignment & End term exam
25	Introduction to plastic money, types of plastic money	Develop an understanding of plastic money & types of plastic money the different	Lecture, discussion, Q-A & examples	MB 2412.4	Quiz, Class participation, Assignment & End term exam
26	Plastic money risk & measures	Learn about different types of risks associated with plastic money & measures which can be taken to avoid them.	Lecture, discussion, Q-A & examples	MB 2412.4	Quiz, Class participation, Assignment & End term exam
27	Role of mobile wallet in economy and challenges	Learn about concepts, benefits & risks associated with mobile	Discussion, Q-A & Class Exercise	MB 2412.2 MB 2412.3	Quiz, Class participation, Assignment & End term exam

		wallets in current scenario.			
28	Role of mobile wallet in economy and challenges	Understand the challenges faced by mobile wallets & threats related to mobile wallets.	Discussion, Q-A & Class Exercise	MB 2412.2 MB 2412.3	Quiz, Class participation, Assignment & End term exam
29	Doubt clearing session		Discussion & Q-A		
30	Doubt clearing session		Discussion & Q-A		

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2412.1]	Develop an understanding towards the various financial services		2													
[MB 2412.2]	Learn to analyze and evaluate the different financial services available for the organization and compare them & hence develop employability skills.															
[MB 2412.3]	Evaluate and synthesize the various problems faced by the enterprise and the application of specific concept in that context.						3									
[MB 2412.4]	Analyze and apply the ability to envision the possible negative impact of a corporate decision and suggest the correct decision in the context.										3					

I-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce

Course Hand-out

Project Management | MB 2413 | 3 Credits | 3 0 0 3

Aug 19 – Oct 19 | Faculty: Dr Rachna Gangwar | Class: IV Trimester

Introduction: Project management has been proven to be the most effective method of delivering products within cost, schedule, and resource constraints. Project management provides organizations (and individuals) with the frameworks for scoping projects, sequencing activities, utilizing resources, and minimizing risks. This course develops the competencies and skills for planning and controlling projects and understanding interpersonal issues that drive successful project outcomes. It examines the project management life cycle, defining project parameters, matrix management challenges, effective project management tools and techniques, and the role of a project manager. At the end of the course, students will be able to identify and manage the product scope, build a work breakdown structure, create a project plan, create the project budget, define and allocate resources, manage the project development, identify and manage risks, and understand the project procurement process.

I. **Course Outcomes:** At the end of the course, students will be able to,

[MB 2413.1]. Understand the complexities in managing projects and trade-off between cost, time and scope

[MB 2413.2]. Calculate the time needed to successfully complete a project, considering factors such as task dependencies and task lengths

[MB 2413.3]. Provide internal stakeholders with information regarding project costs by considering factors such as estimated costs, variances and profits

[MB 2413.4]. Gain expertise and skills required for evaluation of project proposals

J. **PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES**

[PO.1] Apply appropriate technical tools in a managerial context.

[PO.2] Articulate business context in terms of functional aspects.

[PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyse and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Class Participation	10
	In class Quizzes	20
	Project	10
	Mid Term	20
End Term Exam (Summative)	End Term Exam (Open Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E. Syllabus:

Introduction: Definition, Functions and evolution of project management, project life cycle, time- cost- scope trade-off, project success, managing risks in projects. **Project Feasibility Analysis:** Market and technical analysis, financial analysis, evaluation of project proposals, and social cost benefit analysis, **Project Planning:** Planning fundamentals, work breakdown structure and other tools of project planning, work packages, project organization structures and responsibilities, **Project Scheduling:** CPM, PERT & Resource Allocation, Tools and techniques for scheduling development, CPM, PERT, **Project Cost Estimation & Budgeting:** Cost estimating process, elements of budgeting, project cost accounting, Project Management Software project control, project challenges.

F. Text Book:

T1 - Grey, Clifford; Larson, Erik W; Desai, Gautam V. 'Project Management: The Managerial Process'. Tata Mc-Graw Hill, 2017

G. References:

R1 - Mantel, Meredith, Shafer, Sutton. Project Management. Second Indian Edition, Wiley, 2014

R2 - John M. Nicholas. Project Management for Business and Technology, Pearson Education, 2002.

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
L1	Introduction, The three goals of a project	Understanding projects and differentiation between projects and routine operations	Lecture/PPT	MB2413.1	Quiz Mid/End term
L2	Project life cycle	Understand stages of a project	Lecture/PPT	MB2413.1	Quiz Mid/End term
L3	Project organization structure	Understand the strengths and weaknesses of different project management structures	Lecture/PPT	MB2413.1	Quiz Mid/End term

L4	Stakeholders, Stakeholder Analysis	To identify project stakeholders and strategies to manage them	Lecture/PPT	MB2413.1	Quiz Assignment
L5	Project Feasibility analysis	Understanding what determines the feasibility of a project	Lecture/PPT	MB2413.4	Quiz Assignments End term
L6	Project Feasibility Analysis	Understanding financial feasibility	Case study: Fly Ash Brick Project	MB2413.4	Class participation Assignment
L7	Defining project	To create Work Breakdown Structure for a project	Lecture/PPT	MB2413.2	Quiz End term
L8	Precedence relationship	establish the linkage between the WBS and the project network	Case study: The CAT Project	MB2413.2	Class participation Assignment
L9	Project network	To diagram a project network using AON methods	Exercises	MB2413.2	Assignment
L10	CPM	Compute early start early finish late start late finish and slack	Lecture/PPT	MB2413.2	Quiz Exercises Assignment
L11	CPM	Compute early start early finish late start late finish and slack	Project analysis exercise	MB2413.2	Quiz Exercises Assignment
L12	PERT	Compute early start early finish late start late finish and slack	Lecture/PPT	MB2413.2	Quiz Exercises Assignment
L13	Gantt Chart	Prepare Gantt charts for project scheduling	Exercises	MB2413.2	Class participation Assignment
L14	Scheduling Resources and costs	Understand resource allocation methods	Lecture/PPT	MB2413.3	Quiz Exercises End term
L15	Reducing project duration	Understanding critical path to reduce project duration	Project analysis exercise	MB2413.3	Assignment
L16	Managing risks	To identify different kinds of risks	Lecture/PPT	MB2413.4	Quiz Exercises End term
L17	Managing risks	To suggest approaches for responding to project risks and opportunities	Case study: Salt Lake Organizing Committee: 2002 Olympics	MB2413.4	Class participation Assignment

[MB2 413.2]	Calculate the time needed to successfully complete a project, considering factors such as task dependencies and task lengths	2		2	2								
[MB2 413.3]	Provide internal stakeholders with information regarding project costs by considering factors such as estimated costs, variances and profits	3	3			2							
[MB2 413.4]	Gain expertise required for evaluation of project proposals					2	1						

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

E-Business MB 2415 [3 Credits] [3 0 0 3]

Session: Aug 19- Oct 19 | Faculty: Dr Sudhendar Hanumantha Rao | Class: MBA IV Trimester

Introduction: This elective course is offered to make the participants familiar with the analytical and technical framework of doing business over digital media. It also enables participants to understand and appreciate the fast evolving business models and rapidly changing strategies to capture new markets with new products and services..

F. Course Objectives: At the end of the course, students will be able to

- [2415.1] Understand technological building blocks of doing business over digital media
- [2415.2] Understand evolution and functioning of e-business models
- [2415.3] Understand the key Business Concepts and Strategies applicable to e-business
- [2415.4] Understand the key features of the Internet audience, concepts of consumer behaviour and purchasing, and how consumers behave online
- [2415.5] Understand the costs and benefits of online marketing communications and elicit skills to generate potential entrepreneurs in this field .
- [2415.6] Appreciate the Social, Ethical and Political issues underlying E-Business
- [2415.7] Describe different types of portals and online communities and understand their business models to enhance employability potential.
- [2415.8] Understand the payment models and security structures in contemporary E-Business

G. Program Outcomes

PROGRAM OUTCOMES

- **PO 1.** Apply appropriate technical tools in a managerial context.
- **PO 2.** Articulate business context in terms of functional aspects.
- **PO 3.** Describe inter linkages among functional areas of an enterprise.
- **PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- **PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- **PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- **PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- **PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- **PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- **PO 10.** Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.
- **PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.

- **PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken

H. Assessment Plan:

Criteria	Description	Maximum Marks
Continuous Assessment (Summative)	Quiz I (Close Book)	12
	Quiz II (Close Book)	13
	Assignment (Group)	25
	Class Participation	10
End Term Exam (Summative)	End Term Exam (Open Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Trimester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Activity Assignment (Formative)	There are situations where a student will have to work in groups as part of a flipped classroom. Although these works are not graded with marks, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

I. Syllabus:

Evolution of e-Business in India and abroad, Different generations of ebusiness, failures and success of large players Forms of e-Business - B2B, B2C, C2C and other forms of business Strategy and Business Models – e-Business models introduced in India and other parts of world, Strategy behind successful business models, Role of Innovation in e-Business, Subscriber, transaction, procurement and marketplace models Marketing - Social Mobile and on ground marketing, Technicalities of e-marketing, Ethical social issues Securing e-Business transactions – Fundamentals of security, cost vs performance model, important issues in IT Act, Payment – Forms of payment, cost of payment, security of payment Emerging Issues - Backend of e-Business, Localization and Globalization, Enabling Technologies, Mobile Commerce

J. Text / Reference Books:

- 8. Laudon and Traver, E-commerce 2018, 14th Edition, Pearson, 2018
- Chaffey , E –business, E-commerce Management: Strategy Implementation and Practice, Pearson Education India; 5 edition 2013
- Porter Erisamn, Six Billion Shoppers: The companies winning the e –commerce boom, Macmillan 2017
- K.Vaitheeswaran, Failing to Succeed: The Story of First Indian e- Commerce company, Rupa Publications India, First edition 2017

K. Lecture Plan:

Lec No	Topics	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1	Introduction to the world of e-business and why it is important to study e-business	To acquaint and clear expectations. History of e-business in World and specifically in India	Lecture	2415.1	Quiz I End Term Exam
2	Technological building blocks	identify the primary technological building blocks underlying e-business.	Lecture	2415.1	Quiz I End Term Exam
3,4	e-Business Models	Describe the major types of e-business and understand the evolution of e-business from its early years to today.	Lecture, Studying websites	2415.2	Group assignment Quiz I End Term
5,6	e-Business Strategy	Understand key business concepts and strategies applicable to e-commerce.	Lecture, Study of websites	2415.3	Group assignment Quiz I End Term
7,8,9	Concepts of online consumer behaviour	Understand the key features of the Internet audience, basic concepts of consumer behaviour and purchasing, how consumers behave online.	Lecture, activity	2415.4	Quiz I End Term
10,11	Online marketing communication	Understand the costs and benefits of online marketing communications.	Case study, simulation, market analysis Lecture, activity	2415.5	Group assignment Quiz II End Term
12, 13	Social, Ethical and Political issues	Understand basic concepts related to cybercrime, the practices of e-commerce companies that threaten privacy.	Lecture;	2415.6	Quiz II End term

14,15,16	Portals and online communities	Explore different types of social networks, online communities and portals to understand their business models.	Case study, simulation, market analysis, Lecture	2415.7	Quiz II End Term
17,18	Payment models and security structures,	Explore contemporary payment models in Indian e-business market and understand the security structures built around them	Lecture, activity	2415.8	Group assignment Quiz II End Term

Course Articulation Matrix: (Mapping of COs with POs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	
2415.1	Understand technological building blocks of doing business over digital media.	3												
2415.2	Understand evolution and functioning of e-business models		3	2	2	2	1							
2415.3	Understand the key Business Concepts and Strategies applicable to e-business.		2	2	3	1	3							
2415.4	Understand the key features of							3	2					

	the Internet audience, concepts of consumer behaviour and purchasing, and how consumers behave online.												
241 5.5	Understand the costs and benefits of online marketing communications and elicit skills to generate potential entrepreneurs in this field .						2	2					
241 5.6	Appreciate the Social, Ethical and Political issues underlying E-Business.		2						3				
241 5.7	Describe different types of portals and online communities and understand their business models to enhance employability potential				2	2							
241 5.8	Understand the payment models and security structures in contemporary E-Business					3			1		1		

2- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

3-

		ETE Q1	ETE Q2	ETE Q3	ETE Q4
241 5.1	Understand technological building blocks of doing business over digital media.	2			
241 5.2	Understand evolution and functioning of e-business models		2		
241 5.3	Understand the key Business Concepts and Strategies applicable to e-business.				3
241 5.4	Understand the key features of the Internet audience, concepts of consumer behaviour and purchasing, and how consumers behave online			1	1
241 5.5	Understand the costs and benefits of online marketing communications and elicit skills to generate potential entrepreneurs in this field			2	1
241 5.6	Appreciate the Social, Ethical and Political issues underlying E-Business.			3	
241 5.7	Describe different types of portals and online communities and understand their business models to enhance employability potential	3			
241 5.8	Understand the payment models and security structures in contemporary E-Business		3		



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Human Resource Planning| MB 2417 | 3 Credits | 3 0 0 3

Session: Aug. 19– Oct 19 | Faculty: Dr Deepti Sharma Class: MBA IV Trimester (HR Elective)

A. Course Perspective:

Employees are the asset for the organization. This is one of the resources which can provide a great source of competitive advantage to the organization. As in current scenario attrition rate is quite high in organizations and in order to make an organization survive in turbulent environment, it is essential to have proper balance of demand and supply of employees according to the future requirement of the organization.

This course will enable the students to understand the concept of HR planning and Recruitment. They will learn as how to do job analyses, forecasting, and career planning in an organization. Students will learn about process of recruitment and selection. They will be able to apply the learned knowledge in practical in organization.

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

PO 1. Apply appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyze and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand about the Human resource Planning and its relevance in an organization.

CLO 2: Understand and apply the process of recruitment, selection and forecasting technique in organizations.

CLO 3: Understand the relevance of talent management, strategies and apply the same with learning people management skills.

CLO 4: Learning about succession planning and career development and their implementation

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

Mid Term

20%

End term examination	40%
Quizzes	10%
Student presentation	20%
Assignment	10%

Alignment of COs & POs

(k) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

(l) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1		3		
PO 2	3			
PO 3			2	1
PO 4			2	2
PO 5	1	3		
PO 6	1			
PO 7				2
PO 8	2			
PO 9		2		
PO10		2		
PO11				3
PO12				2

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F.Course outline

Human Resource Planning [3 0 0 3]

Human Resource Planning : Manpower Planning , Objectives (Micro and Macro Levels) | Benefits ,Limitations and Problems ,HR Planning, Linkage of HR Planning with Other HR Functions, Influencing Factors in Manpower Planning ; process, principles and elements of HRP, HRP in changing context. **Manpower Planning Tools** : Tools, Methods and Techniques • Job Analysis, Job Description, Job Specification • Skills Analysis/Skill Inventory • Performance Appraisal. **Forecasting** : Human Resource Demand Forecasting, Human Resource Supply Estimates. **Use and Applicability of Statistical and Mathematical Models** in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models, Gap Analysis, Action Plans – Separation, Retention, Training, Redeployment & Staffing. **Career and Succession planning**: concept and importance, managing and developing career; HR issues involved in Career Planning and Development

G.Session Plan

S. No	Particulars	Reference Books	Pedagogy	Learning Outcomes	Corresponding CO	Mode of Assessing the Outcome
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1	Human Resource Planning : Concept and overview	R1,R2,R3	Lecture	Understanding the concept of HRP	CLO1	Quiz Assignment End term
2	Process of HRP	R1 ,R2 ,R3	Lecture	Understanding of HRP process	CLO1	Quiz Assignment End term
3	Elements of effecting HRP	R1,R2,R3	Lecture	Knowledge about elements of effecting HRP	CLO1	Quiz Assignment End term
4	Benefits and limitations of HRP					
5	Job analyses: Job description and job specification	R3	Discussion	To analyses and prepare job analyses	CLO2	Quiz Assignment End term
6	HR inventory : Concept and overview	R2,R3	Lecture	Knowledge about HR Inventory	CLO2	Quiz Assignment End term
7	HR Demand and supply forecasting	R3	Lecture	Understanding about forecasting of demand and supply	CLO2	Quiz Assignment End term
8	HR Demand forecasting techniques	R3	Lecture	Understanding about forecasting of demand and supply	CLO2	Quiz Assignment End term
9	HR Supply forecasting techniques	R3	Lecture	Understanding about forecasting of demand and supply	CLO2	Quiz Assignment End term
10	HR Supply forecasting techniques	R3	Lecture	Understanding about forecasting of demand and supply	CLO2	Quiz Assignment End term
11	Case Study		Discussion			
12	Gap analyses :concept	R3	lecture	Understanding about gap analyses.	CLO2	Quiz Assignment End term
13	Action plan- separation, retention	R3 &R2	discussion	Knowledge about Separation and retention and action plan for the same.	CLO2	Quiz Assignment End term
14	Action plan- redeployment and staffing	R3 &R2	discussion	Knowledge about Separation and retention and action plan for the same.	CLO2	Quiz Assignment End term
15	Student Assignment through either case, role play Etc		Discussion , Role Play, Activity			
16	Career Planning: Concept and overview	R3	Lecture	Understanding about career and succession planning and their relevance in organization.	CLO 4	Quiz Assignment End term

17	Succession Planning: Concept and overview	R3	Lecture	Understanding about succession planning and their relevance in organization.	CLO 4	Quiz Assignment End term
18	Discussion about real examples of succession planning and career planning					
19	Quiz					
20	HR issues in career planning and developing, relevance	R3	Lecture	Understand the issues in career planning.	CLO4	Quiz Assignment End term
21	Case study		discussion			
22	Case study		discussion			
23	Talent Management: concept and overview	R3,R2	Discussion	Knowledge about Talent management t and relevance	CLO3	Quiz Assignment End term
24	Acquiring talent and assessing talent, Techniques for talent management	R3	Lecture	Understanding about how to acquire talent and asses talent.	CLO3	Quiz Assignment End term
25	Talent Retention techniques	R3	Lecture	Understanding Talent retention	CLO3	End term
26	Talent analysis and evaluation	R3	Lecture	Understanding talent	CLO3	End term
27	Student Assignment through either case, role play Etc		Discussion , Role Play			
28	Statistical tool for HRP	R3	Discussion	Know Statistical tool for HRP	CLO2	Quiz Assignment End term
29	Student project presentation					
30	Student project presentation					
28	Student project presentation					
30	Evaluation and feedback about quiz and project					

Learning Task and Assessment:

Assessment criteria set out the details by which performance in each task will be judged. This information will give a clear and explicit understanding of the expected standards to be achieved relative to the marks awarded.

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1	Mid-term test	CO1, CO2, CO3	Descriptive test	20%	Week 7
2	Assignment	CO3, CO4	Individual Presentation	10%	Week 7,8, 9,10
3	Quiz	CO2, CO3, CO1	Multiple Choice	10%	Week 6
4	Final Presentation	CO1, CO2, CO3, CO4	Group activity	20	Week 11
5	End term Final Examination	CO1, CO2, CO3, CO4	Descriptive test	40%	Week 13

Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.

I.Books:

1. Jean Phillip and Stanley Gully, Strategic Staffing (Upper Saddle River, NJ:Pearson Education, 2012)
2. Bhattacharya D.K (2009), Human Resource Planning, Excel Books
3. John Bramham (1994), Human Resource Planning, University Press
4. Arun Sekhri (2010), Human Resource Planning And Audit, Himalaya Publishing House

J.Research Paper/ Additional Readings

http://www.mtf.stuba.sk/docs/doc/casopis_Vedecke_prace/SN/Koltnerova.pdf
<https://digital.library.txstate.edu/bitstream/handle/10877/3693/fulltext.pdf>
https://gupea.ub.gu.se/bitstream/2077/29619/1/gupea_2077_29619_1.pdf

K.Expectations from Students:

73. Shall read the topics in advance before coming to the class
74. Shall participate in discussions
75. Shall be regular in the class (75% attendance)
76. Shall complete all the assignments in time
77. Shall work in team
78. Shall undertake field and real time projects
79. Shall be punctual in class
80. Classroom doors shall be closed after 5 min. of the start of the class.

L.Faculty Details and meeting timings:

Ms. Deepti Sharma

Contact Hours: Monday to Saturday 4-5 pm

Email: deepti.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Performance Management | MB 2418 | 3 Credits | 3 0 0 3

Session: Aug. 19 – Oct. 19 | Faculty: Dr Aanyaa Chaudhary Class: MBA IV Trimester (HR Elective)

A. Course Perspective: People are the most important resource in organization. People are the only resource which is living and uses its thinking & influences the organization. The performance of every employee in an organization must be planned and supported. An employee needs supportive and facilitating environment in the organization to deliver above expectation performance. Employee performance must be continuously be measured and reviewed so that it is assured.

It is, therefore, essential for the business firms to design appropriate performance management systems, capture their performance for the purpose of awarding the employees, improving the skills through the training and taking many such other decisions about the employee.

The course is divided into 3 modules:

1. Conceptual understanding of Performance Management
2. Designing the Performance management system
3. Implementation of PMS in organisations

B. Programme Outcomes: The learnings and abilities or skills that a student would have achieved at the end of the two years programme

PO 1. Apply appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyze and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concept(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (COs): On completion of the course the students will be able to: -

CO 1: Understand the conceptual framework of performance appraisal

CO 2: Design and develop performance management system for a given organization to enhance Skill Development

CO 3: Demonstrate the ability to implement and interpret the appraisal according to performance management system & entice employability

D. The delivery of the course will be through the combination of the following techniques: -

- Lectures
- Field work
- Videos
- Presentations
- Classroom activities
- Discussions
- Questions & Answers
- Case Study

E. Evaluation- The participants would be evaluated continuously throughout the term using combination of tools. Quizzes, Projects, Participation, Presentation, Tests & Term end exam. The proposed weightage would be as under:-

Evaluation Tools	Weightage
(a) Quizzes	20 % Surprise
(b) Class Participation	10 % (Regular)
(c) Mid-Term Test	20 % (Refer Academic Calendar)
(d) Project	10 % (After 30 Sessions-Refer details under Section H)
(e) End Term Exams	40 % (Refer Academic Calendar)

(ii) Alignment of Assessment tools to COs

(m) Evaluation Tools

Course Outcomes	Quizzes	Class Participation	Project	Mid Term	End Term Exam
CO 2418.1	✓	✓		✓	✓
CO 2418.2		✓	✓	✓	✓
CO 2418.3	✓	✓	✓	✓	✓

(n) C O articulation Matrix

Programme outcomes	CO 2418.1	CO 2418.2	CO 2418.3			
PO 1		1	1			
PO 2						
PO 3	1					
PO 4	3		2			
PO 5		2				
PO 6						
PO 7						
PO 8						

PO 9						
PO10						
PO11		1				
PO12			2			

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F. Course Outline:

Introduction to Performance Management: - Performance Management System, Concept of performance management, Process & elements of performance management, Job Analysis, Meaning & need of Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational and individual performance. **Performance Appraisal Methods:** Traditional Methods, Modern Methods. **Performance Appraisal:** Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Common Errors in Performance Appraisal. **Performance Management System:** Its Relevance, usage and Application. Designing PMS and its adaptation to specific departments and Jobs. **Process of Performance Management:** Overview of Performance Management Process, Performance Management Planning, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance. **Competency Analysis and Performance Management : Ethics in Performance Appraisal:** Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

G. Tentative Session Plan

S.no	Contents	Reference Books	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	COs	Pos
1.	Introduction to Performance Management	R1	Lecture & Discussion	L1,L2	CO 1	PO 3
2	Performance Appraisal: Process	R1	Team games in group	L 2 & L 3	CO 1	PO 4
3.	Errors in Performance Appraisal	R2	Activity & Discussion	L 1 & L 2	CO 1	PO 3
4	Performance Appraisal: dimensions, purpose, arguments against and necessity	R1	Lecture & Activity	L1 & L2	CO 1	PO 4
5.	Performance Appraisal methods: Traditional	R1	Discussion, Activity & presentations, performance Appraisal Techniques	L2	CO1, CO3	PO 4, PO 12
6	Performance Appraisal methods: Modern	R1	Discussion, Performance Appraisal Techniques, Performance Analysis	L1,L2	CO 1, CO 3	PO 4, PO 12
7	Process of Performance management	R 1	Lecture, discussion, video & role play	L1,L2	CO 1	PO 3
8	Elements of Performance management	R1	Discussion, Q&A, Presentation	L2& L3	CO1	PO 3

9	Concept of performance Planning	R2	Lecture	L2 & L3	CO1	PO 4
10	Principles of measurement, classification of performance measures	R3	Lecture & Assessment, Performance Analysis	L1, L2 & L3	CO 1, CO 2	PO 4, PO 5
11	Performance Management Cycle: Mid Cycle review & End cycle review process	Notes	Lecture, Discussion		CO1	PO 4
12	Performance Management System(PMS): Relevance & Usage	Notes	Lecture		CO 1	PO 3
13	Performance Measurement issues	R3	Lecture	L 1	CO 1	PO 3
14	Approaches and tools to measure organizational and individual performance	R3	Discussion, Activity, Performance Analysis	L 1	CO 1, CO 2	PO 4, PO 1, PO 5
15	Competency Analysis and Performance Management	R1	Lecture, Discussion		CO1	PO 3
16	Ethics in Performance Management	R 1	Lecture		CO1	PO 4
17	PMS: Designing for general use	Notes	Performance Appraisal Techniques, Project	L 5	CO2, CO3	PO 5, PO 11 PO 12
18	PMS: Adapting the PMS for specific departments and positions(level)		Assessment & Discussion, Performance Appraisal Techniques	L3,L4 &L5	CO3	PO 1, PO 4, PO 12
19	PMS Design Exercise		Lecture & Discussion, Project	L3 & L4	CO 3	PO 1, PO 4, PO 12

Bloom's Taxonomy; Level of Learning: L1 = Remember & understand

L2 =Application

L3 = Analysis and Synthesis

L4 = Evaluation

L5 = Creation

H. Project

Guidelines:

Take 3 private Business organisations of your choice from 3 different sectors for the project study. All of them should have Performance Appraisal System. Access their Performance Appraisal System and study it. Speak to their HR managers about the objective, process of implementation, its outcomes and how it is used. Further, compare and contrast the three appraisals.

You are required to develop an appropriate PMS for any one of the organization based on your understanding.

I. Reference Books:

REFERENCE BOOKS (Preferably Latest Edition may be referred)

- R1. A S Kohli, T Deb (2013). Performance Management, Oxford University Press, New Delhi
R2. Prem Chadha (2011). Performance Management, 1/e; New Delhi: Macmillan 2. Rao, T.V. (2008)
R3. Herman Aguinis, Performance Management, Pearson Education, 2007
R4. Bhattacharyya, Dipak Kumar (2011). Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson

J. Expectations from Students:

81. Shall read the topics in advance before coming to the class
82. Shall participate in discussions
83. Shall be regular in the class (75% attendance)
84. Shall complete all the assignments in time
85. Shall undertake field and real time projects
86. Shall be punctual in class
87. Classroom doors shall be closed after 5 min. of the start of the class.

K. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) letter grade.



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Compensation Management| MB 2419| 3 Credits | 3 0 0 3

Session: Aug. 19– Oct 19 | Faculty: Dr Deepti Sharma Class: MBA IV Trimester (HR Elective)

A. Introduction:

Employees are the asset for the organization. This is one of the resources which can provide a great source of competitive advantage to the organization. As in current scenario attrition rate is quite high in organizations and in order to make an organization survive in turbulent environment, it is essential to have good compensation system for the employees which will motivate and retain them.

This course will enable the students to understand the concept compensation. They will learn as how to design compensation and include benefits for the employees. They will be able to apply the learned knowledge in practical in organization.

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CO): On completion of the course the participants shall be able to:

- CO1 Understand about the compensation and its relevance in an organization
- CO 2. Understand about Compensation Management process and tools
- CO 3. Understand and develop the compensation structure and doing Job Evaluation with analytical skills to design competitive compensation structure.
- CO 4 Understand the different components of compensation.
- CO 5 Learning about Wage and different Incentive plans

D. Pedagogy

The pedagogy will be a mix of:

Lecture, case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

End term examination	40%
Mid term	20%
Quizzes	10%
Assignments	10
Student presentation	20%

Alignment of COs & POs

(o) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓		✓
CO5	✓		✓

(p) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4	CO5
PO 1		3			
PO 2	3				3
PO 3			2	1	
PO 4			2	2	
PO 5	1	3			
PO 6	1				
PO 7				2	
PO 8	2				
PO 9		2			
PO10		2			
PO11				3	
PO12				2	

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F.Course outline

Introduction: Compensation meaning, objectives, nature of compensation, types of compensation, Compensation structure, legal perspective and compensation strategy, compensation surveys, market forces and compensation, labour market and compensation, ILO and compensation

Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Compensation Strategy: Compensation Design, Individualizing the Pay System, Organizational and External Factors Affecting Compensation Strategy, Compensation Strategy as an Integral Part of HRM, Compensation Policies

Wage: Concept, Wage Determination and Wage Components, Pay Grades, Method of wage payment, Theories of Wages; **Administering incentive plans**, individual incentive plans-piecework, standard hour plan, bonuses, merit pay, group incentive plans-team compensation, enterprise incentive plans-profit sharing plans, stock options, executive compensation: elements of executive compensation & its management, Dearness Allowance, Method of Determining Bonus. Fringe Benefits Wage Survey, International Compensation, Tax Planning ad Compensation, International Compensation wage & compensation design for exports and Compensation Tax Planning

G.Session Plan

S. No	Particulars	Reference Book	Pedagogy	Session Learning Outcomes	Corresponding CO	Mode of Assessing the Outcome
1	Compensation Management : Concept and overview	R1	Lecture	Understanding the concept of compensation Management	CO 1	Quiz Assignment End term
2	Types of compensation	R1	PPT	Understanding about types of compensation	CO 1	Quiz Assignment End term

3	Compensation strategy	R1	PPT	Knowledge about compensation strategy	CO 1	Quiz Assignment End term
4	Labor Market and Compensation	R1R1	Discussion	Knowledge about labor market and compensation	CO 1	Quiz Assignment End term
5	ILO	R1	PPT	Knowledge about ILO and JD JS	CO 1	Quiz Assignment End term
6	Job Evaluation	R1	PPT	Knowledge about Job evaluation	CO 1	Quiz Assignment End term
7	Student assignment through either case, role play Etc		Discussion , PPT, Role Play ,Vedio Etc			
8	Case	R4	Discussion	Knowledge about compensation	CO 2	Quiz Assignment End term
9	Compensation structure	R1,R2	discussion	Knowledge about compensation structure	CO4	Quiz Assignment End term
10	Compensation design	R1,R2	lecture	Understanding about designing compensation	CO4	Quiz Assignment End term
11	Compensation policies	R1,R2	PPT	Understanding various polices regarding compensation	CO4	Quiz Assignment End term
12	Student Assignment through either case, role play Etc		Discussion , PPT, Role Play ,Vedio Etc			
13	Wage: Concept, Wage Determination	R2	Lecture	Understand concept of wage and wage determination.	CO2	Quiz Assignment End term
14	Wage Components, Pay Grades,	R2	discussion	Knowledge about wage components and wage payments	CO2	Quiz Assignment End term
15	Method of wage payment	R2	discussion	Knowledge about wage components and wage payments	CO2	Quiz Assignment End term
16	Administering incentive plans, individual incentive plans- piecework, standard hour plan	R2	Discussion	Understanding incentive plans as per piece and standard hour.	CO 5	Quiz Assignment End term

17	Student Assignment through either case, role play Etc		Discussion, PPT, Role Play, Vedio Etc			
18	Quiz					
19	Bonuses, merit pay	R2	Discussion	Knowledge about bonus.	CO5	
20	Group incentive plans-team compensation	R2	Discussion	Group incentive and team compensation.	CO5	
21	Enterprise incentive plans-profit sharing plans, stock options	R2	Lecture	Understanding about stock option	CO5	
22	Executive compensation: elements of executive compensation & its management	R2	Lecture	Understanding about stock option, executive compensation and its management.	CO5	
23	Dearness, Method of Determining Bonus.	R2	PPT	Understanding about Bonus and fringe benefits.	CO5	
24	Fringe Benefits & International compensation and compensation tax planning	R2	PPT	Understanding about fringe benefits.	CO5	
25						
26	Student project presentation					
27	Student project presentation					
28	Student project presentation					
29	Student project presentation					
30						

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1.	Mid-term test	CO1, CO2, CO3	Descriptive test	20%	Week 7
2	Student Presentation	CO3, CO4	Individual Presentation	10%	Week 7,8, 9,10
3	Quiz	CO2, CO3, CO1	Multiple Choice	10%	Week 11
4	Final Presentation	CO1, CO2, CO3, CO4, CO5	Group activity	20	Week 12
5	End term Final Examination	CO1, CO2, CO3, CO4, CO5	Descriptive test	40%	Week 13

Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.

Learning Task and Assessment:

Assessment criteria set out the details by which performance in each task will be judged. This information will give a clear and explicit understanding of the expected standards to be achieved relative to the marks awarded.

I. Books:

- R1: Richard, I. Henderson (2009). Compensation Management in Knowledge Based World, 10/e; New Delhi: Pearson Education.
- R2: Dipak Kumar Bhattacharya, (2009). Compensation Management; New Delhi: Oxford University Press.

K. Expectations from Students:

88. Shall read the topics in advance before coming to the class
89. Shall participate in discussions
90. Shall be regular in the class (75% attendance)
91. Shall complete all the assignments in time
92. Shall work in team
93. Shall undertake field and real time projects
94. Shall be punctual in class
95. Classroom doors shall be closed after 5 min. of the start of the class.



MANIPAL UNIVERSITY JAIPUR
Faculty of Management and Commerce
TAPMI School of Business

Course Hand-out
HR Processes & Practices | MB 2420 | 3 Credits | 3 0 0 3

Session: Aug. 19 – Oct. 19 | Faculty: Dr Aanyaa Chaudhary Class: MBA IV Trimester (HR Elective)

A. Course Perspective: Human Resource Processes and Practices includes the process of hiring, developing, motivating and evaluating employees to achieve organizational goals. The goals and strategies of an organization form the basis for making human resource management decisions. HR practices and systems comprise the firm's human resource decision support system that is intended to make employees a key element for gaining competitive advantage. Good HR practices do make a difference in the working efficiency of the organization. They enhance internal capabilities of an organization to deal with current or future challenges to be faced by an organization. Best HR processes and practices also promote the wellbeing of the employees of the organization. It refers to the HR systems that have the greatest impact on the workforce and the organization.

B. Programme Outcomes: The learnings and abilities or skills that a student would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concept(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (COs): On completion of the course the students will be able to: -

- CO 1: Understand the HR processes & practices.
- CO 2: Design and develop HR processes and practices to fit an organization for Skill Development
- CO 3: Understanding of the legal perspectives of HR processes & practices to entice employability

D. The delivery of the course will be through the combination of the following techniques: -

- Lectures

- Field work
- Videos
- Presentations
- Classroom activities
- Discussions
- Questions & Answers
- Case Study

E. Evaluation- The participants would be evaluated continuously throughout the term using combination of tools. Quizzes, Projects, Participation, Presentation, Tests & Term end exam. The proposed weightage would be as under:-

(i) Evaluation Tools	Weightage
(f) Quizzes	20 % Surprise
(g) Class Participation	10 % (Regular)
(h) Mid-Term Test	20 % (Refer Academic Calendar)
(i) Project	10 % (After 30 Sessions-Refer details under Section H)
(j) End Term Exams	40 % (Refer Academic Calendar)

(ii) Alignment of Assessment tools to COs

(q) Evaluation Tools

Course Outcomes	Quizzes	Class Participation	Project	Mid Term	End Term Exam
CO 2420.1	✓	✓		✓	✓
CO 2420.2		✓	✓	✓	✓
CO 2420.3	✓	✓	✓	✓	✓

(r) C O articulation Matrix

Programme outcomes	CO 2420.1	CO 2420.2	CO 2420.3			
PO 1						
PO 2						
PO 3	1					
PO 4						
PO 5	2	3				
PO 6	2					
PO 7			3			
PO 8		2	2			
PO 9						
PO10						
PO11						
PO12		1	2			

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F. Course Outline:

On boarding an employee Welcoming employee on board and getting various forms filled, Employee Induction, Discussing employee handbook and various processes and practices, Sharing expectations, culture and attitude, Designing On Boarding Process. **Statutory Compliance for HR Process and Practices.** Understanding employment act and contract, Legal aspects in Compensation and benefits, Gender Equality in compensation and

equal opportunity for gender, Understanding and preparing various compliance reports, Preparing employee handbook & terms and conditions of service, Employee dismissal and the enquiry. **Developing and Maintaining HR processes and Practices.** Identifying HR's need and process for data collection, Role of Information Technology for HR to facilitate employee interface, HR Auditing Practice.

Communication, Motivation, learning and development and employee engagement Practices.

Promotion and termination processes, Establishing Various communication linkage with employees, Designing motivational practices across the organization, Establishing employee engagement practices. **De boarding an employee** Employee exit and separation process, Employee exit interview, Processing employee legal dues and benefits

G. Tentative Session Plan

S.no	Contents	Reference Books	Pedagogy	Session Learning Outcomes (Bloom's Learning Level)	COs	POs
1.	Employee On-Boarding: Meaning & Process	R1, R5	Lecture, Case Study & Project	L1 & L2	CO 1	PO 3
2.	Welcoming employee on board and getting various forms filled	R1, R5	Lecture	L1	CO 1	PO 3
3.	Designing On Boarding Process	R1, R5	Lecture & Project	L2 & L3	CO 2	PO 5
4.	Employee Induction	R1	Lecture	L1	CO 1	PO 3
5.	Establishing employee engagement practices		Lecture	L1 & L2	CO 1	PO 3, PO 5
6.	Learning & Development of Employee	R2	Lecture & Discussion	L2 & L3	CO 1	PO 3, PO 5
7.	Designing motivational practices across the organization	R1	Lecture & Activity	L1, L2 & L3	CO 1, CO 2	PO 3, PO 8
8.	Statutory Compliance for HR Process and Practices.	Notes	Lecture, Analysis & Discussion	L 1 & L3 & L5	CO 1 CO3	PO 5 PO 8 PO12
9.	Understanding employment act and contract, Legal aspects in Compensation and benefits	Notes	Lecture & Analysis	L1 & L2	CO 1 CO3	PO 5, PO 8, PO 12
10.	Compensation administration & Benefits	R3	Lecture & Discussion	L3	CO 1 CO3	PO 5 PO 8, PO 12

11.	Gender Equality in compensation and equal opportunity for gender	Notes	Lecture & Analysis	L 1 & L 2	CO 1 CO3	PO 6, PO 8
12	Understanding and preparing various compliance reports	R4	Discussion & Activity	L 1 & L3	CO 1	PO 3 PO 5
13.	Preparing employee handbook & terms and conditions of service	R4	Discussion, Project & Activity	L 3 & L5	CO 2	PO 5 PO 8
14	Employee dismissal and the enquiry			L 3, L4 & L5	CO 1	PO 5
15.	Promotion and termination processes	R4	Lecture & Discussion	L 2 & L 3	CO 1	PO 6
16	Identifying HR's need and process for data collection	R5	Lecture & Discussion	L 3 & L 4	CO 1	PO 5
17.	Role of Information Technology for HR to facilitate employee interface	R1	Lecture	L 1	CO 1	PO 5
18.	HR Auditing Practice.	R4	Lecture	L 1 & L 2	CO 1 CO 2	PO 5 PO 8
19.	Ethical Issues in Human Resource Management	R5	Lecture	L3, L4 & L5	CO 1	PO 3 PO 6
21.	De-Boarding an Employee	R1 & R2	Lecture	L3, L4 & L5	CO 1	PO 5
22.	Employee exit and separation process	R1 & R4	Lecture	L1, L2	CO 1	PO 6
23.	Employee exit interview	R1	Lecture & Activity	L1, L2	CO 1	PO 6
24.	Processing employee legal dues and benefits	Notes	Lecture & Analysis	L1, L2 & L3	CO1 CO 3	PO 5 PO 8 PO 12

Bloom's Taxonomy; Level of Learning: L1 = Remember & understand

L2 = Application

L3 = Analysis and Synthesis

L4 = Evaluation

L5 = Creation

H. Project:

Guidelines:

Take an organization of your choice for your study. Study the On-Boarding process prevailing in the organization. Review the on-boarding process from the employees' point of view. Understand the perception of the employees in relation to the on-boarding process of the organization. Suggest measures to enhance the On-Boarding process of the organization.

I. Reference Books:

REFERENCE BOOKS (Preferably Latest Edition may be referred)

1. Dessler, Gary and Biju Varkkey (2016). Human Resource Management, 14/e; New Delhi; Pearson Education

2. Bernardin, John H (2013). Human Resource Management: An Experiential Approach, 5/e; New Delhi, McGraw-Hill
3. Udai Pareek and Rao T V (2012). Designing and Managing Human Resource Systems, 3/e; New Delhi: Oxford & IBH Publishing Co.
4. K Aswathappa, Human Resource Management Text & Cases, McGraw Hill Education (India) Pvt. Ltd.
5. Sharon Pande & Swapnalekha Basak(2015). Human Resource Management, Vikas Publishing House Pvt Ltd., Noida

J. Expectations from Students:

96. Shall read the topics in advance before coming to the class
97. Shall participate in discussions
98. Shall be regular in the class (75% attendance)
99. Shall complete all the assignments in time
100. Shall undertake project
101. Shall be punctual in class
102. Classroom doors shall be closed after 5 min. of the start of the class.

K. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) letter grade.



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Human Resource Analytics| MB 2421 | 3 Credits |

Session: Aug. 19 – Oct 19 | Faculty: Mr. Rakesh Seth Class: MBA IV Trimester (HR Elective)

A. Course Perspective:

In current business environment, organisations face unprecedented change and unpredictability, requiring new organisational forms and processes that work even when you can not predict the future, volatility, unpredictability, complexity, and ambiguity lead to a world of greater strategic opportunities but also greater threats and pitfalls.

The HR priority has shifted from gathering and reporting data to making sense of the data finding pivotal stories and getting the insights to those who can make the critical decisions – whether they be leaders, managers, employees, boards or investors.

To develop actionable data-driven evidence, explore, Analyse & solve HR Problems working, understand what & how aspects of HR Data collection, communicate HR objectives in focused way with data analysis objects and develop insight into HR Issues for developing Goal oriented HR Strategy.

This course will enable the students to understand the concept of HR Analytics. They will learn as how to draw data, analyse data, create a meaningful business story out of the analytics and show how analytics contribute to the business performance. Linking Manpower analytics, HR analytics with Business strategy and contribution to the business performance in tangible terms. They will be able to apply the learned knowledge in practical terms in organization.

B. Programme Outcomes: The learnings and abilities or skills that students would have achieved at the end of the programme

- PO 1. Developing the analytical skills and appropriate technical tools in a managerial context.
- PO 2. Articulate business context in terms of functional aspects and developing entrepreneurship capabilities.
- PO 3. Describe inter linkages among functional areas of an enterprise.
- PO 4. Analyse and interpret the performance of an enterprise and its various functional unit.
- PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand about the emerging field of Human Resource Analytics and Learning to create data, analyse and draw analytics out of the same

CLO 2: Understand how emerging HR technologies and software are impacting and reshaping the human resource function.

CLO 3: How various types of analytics are used in identification of business problems and in decisions making for organizations.

CLO 4: Learning about Data, Analyses, and analytics to capture the data points and using them for improving business performance.

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

End term examination	40%
Quizzes	20%
Student presentation & Project Assignment	30%
Class participation	10%

Alignment of COs & POs

(s) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

S. No	Particulars	Reference Books	Pedagogy	Learning Outcomes	Corresponding CO	Mode of Assessing the Outcome
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1	Introduction to people analytics & Analytical thinking: Introduction and reshaping of Human Resource function & Overview	R1, R2,	Lecture & discussion	Understanding the concept of HR Analytics	CLO1	Quiz Assignment End term
2	People Analytics and evolution of HR Analytics, Statistics and people analytics	R1, R2,	Lecture & discussion	Understand the evolution of HR analytics, Relationship between basic statistics and Data analytics	CLO1	Quiz Assignment End term
3	Thought Leaders & HR Analytics	R1,R2	Lecture & discussion	How thought leaders creating insights out of the analytics and applying to the business	CLO2	Quiz Assignment End term
4	HR Metrics for CEO	R2, R2	Lecture & Discussion	Understanding what CEO wants to know about HR every month in tangible terms	CLO2	Quiz Assignment End term
5	Case Study, Use of analytics in HR Development, HR Process mapping and data points	R1, R2	Discussion & Lecture	Understanding use of HR analytics process and understanding various data points	CLO2	Quiz Assignment End term
6	Data Sources, obtaining and cleaning data & typical data issues	R1R2	Discussion & Lecture	Knowing meaningfulness of data and finding relevant and irrelevant data	CLO2	Quiz Assignment End term
7	Setting the business context through asking the right questions about analytics	R1, R2	discussion	Creating understanding framing business questions about human resource analytics. 8 steps model	CLO2	Quiz Assignment End term
8	Student Assignment through either case, role play Etc	R1.R2	Discussion, Role Play, Activity	Analytics points in Manpower planning, Recruitment and selection	CLO3	Quiz Assignment End term
9	People related costs and Human Resource analytics	R1, R2	Lecture/ discussion	Understanding analytics points in Performance management, succession management, Training. Skill sets of HR analytics professionals	CLO 4	Quiz Assignment End term

10	Analytical techniques & Visual analytics: Types of data analytics, understanding and exploring data, basic statistics for data interpretation,	R1, R2	Lecture/ discussion	Understanding importance various types of data and converting data into analysis and analytics.	CLO4	Quiz Assignment End Term
11	Exploring the distribution of data examining the relationship between data points.	R1,R2	Lecture/ discussion	Understanding the issues of creating impactful analysis and analytics.	CLO4	Quiz Assignment End term
12	Visual analytics & choosing appropriate visual for different HR aspects/questions	R1,R2	Lecture/ discussion	Understanding the issues of creating impactful presentations.	CLO4	Quiz Assignment End term
13	Various types of charts, graphs and making appropriate choices. Case study	R1, R2	discussion	Understanding Graphs & Charts and applications to presentations	CLO3	Quiz Assignment End Term
14	Student Assignment through case study and role play etc		Discussion Role play	Presentation using graphs and charts and building story around the charts	CLO3	Quiz Assignment End Term
15	Managing HR data & preparing Data for HR analytics, Types of data: structure & Unstructured data	R3, R2, R1	Discussion Lecture	Understanding of structured data and unstructured data 8 steps model of purposeful analytics	CLO3	Quiz Assignment End term
16	Data to information journey: cleaning, transformation & integration,	R2, R1	Lecture & Discussion	Creating basic models to understand the relationship of data in respect of past and future	CLO3	Quiz Assignment End term
17	Data Modelling basics, dimensions, & Hierarchy orientation	R2, R1	Lecture & Discussion	Creating basic models to understand the hierarchy orientation	CLO3	Quiz Assignment End term
18	Building HR Dashboard & Story telling: Predictive analytics & other advanced techniques	R2	Discussion Role Play	Understanding why dash boards are important & Understand the importance fact-based story telling for business.	CLO2	Quiz Assignment End term
19	Introduction to statistical tool Linear regression	R1	Discussion	Understanding of relationship between statistics and analytics	CLO2	Quiz Assignment End term

20	Big data analytics, Machine learning algorithms internet of things	R1	Discussion	Understanding of basics of internet of things, algorithms, machine learning	CLO2	Quiz Assignment End term
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C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1		3		
PO 2	3			
PO 3			2	1
PO 4			2	2
PO 5	1	3		
PO 6	1			
PO 7				4
PO 8	2			
PO 9		2		
PO10		4		
PO11				3
PO12				2

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

REFERENCE BOOKS (Preferably Latest Edition may be referred)

1. Fitz-enz, J & Mattex.J (2014) Predictive Analytics for Human Resource. Wiley.
2. The power of people, Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, Pearson
3. Applying Advanced Analytics to HR Management Decision, James C. Sesil, Pearson
4. Phillips J. & Phillips P. P (2014) Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and outcomes.
5. Devenport, T.H & Kim, J (2013) Keeping up with the quants: your guide to understanding and using Analytics. Harvard Business Review.
6. Fitz-enz, J., & Davison, B (2002). How to measure Human Resource Management. New York. Mc Graw Hill.
7. Jac Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom, 2010
8. Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons, 2012

J. Research Paper/ Additional Readings

<http://www.mop.ir/portal/File/ShowFile.aspx?ID=47f988a6-dee5-4c9c-b079-79d1c9f46da2>

<http://www.allresearchjournal.com/vol1issue4/PartD/pdf/1-5-14.1.pdf>

<https://drive.google.com/file/d/0B8Yz72v49S0kcGVMeFZFUGxhS1lCYlhOZ1ZmQUdWcXB6ZVdJ/view?usp=sharing>

K. Expectations from Students:

103. Shall read the topics in advance before coming to the class
104. Shall participate in discussions
105. Shall be regular in the class (75% attendance)
106. Shall complete all the assignments in time
107. Shall work in team
108. Shall undertake field and real time projects
109. Shall be punctual in class
110. Classroom doors shall be closed after 5 min. of the start of the class.

L. Faculty Details and meeting timings:

Mr. Rakesh Seth

Contact Hours: Friday, Saturday

Email: hrr_net@yahoo.com



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Recruitment & Selection| MB 2422 | 3 Credits |

Session: Aug. 19 – Oct 19 | Faculty: Ms. Sonal Khandelwal Class: MBA IV Trimester (HR Elective)

A. Course Perspective:

In current business environment, organisations face unprecedented change and unpredictability, requiring new organisational forms and processes that work even when you cannot predict the future, volatility, unpredictability, complexity, and ambiguity lead to a world of greater strategic opportunities but also greater threats and pitfalls.

Talent is increasingly becoming a major differentiator for organisations in today's competitive world. Organizations today compete for talent ; hence recruitment functions also encompass talent attraction. Even in mid – sized organization recruitment and selection has now become an specialized function. For small enterprise , owners themselves get directly involved with the recruitment and selection. In large organizations, it has now become an on-going process .People , and more specifically talented people are now being the most sought after resources for growth and sustenance of the organisations; recruitment and selection has become strategic human resource management function.

This course will enable the students to understand the concept of recruitment and selection. They will get insight of conceptual framework of recruitment and selection. They will learn to design and develop recruitment and selection process for the organisation and show how recruitment and selection contribute to the business performance. . They will be able to apply the learned knowledge in practical terms in organization.

B. Programme Outcomes: The learnings and abilities or skills that students would have achieved at the end of the programme

PO 1. Developing the analytical skills and appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects and developing entrepreneurship capabilities.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyse and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand the conceptual framework of recruitment and selection.

CLO 2: Design and develop the recruitment and selection process for the organisation.

CLO 3: Demonstrate the ability to implement and evaluate the recruitment process of the organisation.

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E. Evaluation- Instructor led continuous evaluation

End term examination	40%
Quizzes	20%
Student presentation & Project Assignment	20%
Mid term examination	20%

Alignment of COs & POs

(t) Evaluation Tools

Course Outcomes	Quizzes	Presentation	Mid Term Exam	End Term Exam
CO 1	✓	✓	✓	✓
CO 2	✓	✓	✓	✓
CO 3	✓	✓	✓	✓

S. No	Particulars	Reference Books	Pedagogy	Learning Outcomes	Corresponding CO	Mode of Assessing the Outcome
1	Introduction Relevance importance of Recruitment and Selection to an organization	R1, R2,	Lecture & discussion	Understanding the concept of recruitment and selection	CLO1	Quiz Assignment Mid term End term
2	Legal issue affecting Recruitment and Selection process	R1, R2,	Lecture & discussion	Understand the legal environment that effects R & S	CLO1	Quiz Assignment End term

3	Assuring a fair unbiased and objective Recruitment and Selection Process	R1,R2	Lecture & discussion	How the process of recruitment and selection could be made unbiased and its significance	CLO2	Quiz Assignment Mid term End term
4	Role and relevance of HRP in Recruitment and Selection	R1, R2	Lecture & Discussion	Understanding HRP and various techniques involved in demand and supply forecasting	CLO2	Quiz Assignment Mid term End term
5	Job analysis, Job competency models in the Recruitment and Selection, recruitment and selection policy	R1, R2	Discussion & Lecture	Understanding the significance of job analysis and competency models	CLO2	Quiz Assignment Mid term End term
6	Establishing Recruitment & selection process Identifying sequential steps in the process,	R1,R2	Discussion & Lecture	Understanding various steps involved in R & S process	CLO2	Quiz Assignment End term
7	Documenting the steps and establishing procedures for each step	R1, R2	Discussion	Understanding the method of establishing the R & S procedure	CLO2	Quiz Assignment End term
8	Preparing various forms applications for the purpose	R1.R2	Discussion	Understanding and creating various forms for R & S purpose	CLO2	Quiz Assignment End term
9	HR Team Line Mangers in the process	R1, R2	Lecture/ discussion	Understanding the co ordination between the HR and line managers for successful implementation of the process	CLO 4	Quiz Assignment End term
10	Modern Sources and Practice of Recruitment and Traditional sources of Recruitment	R1, R2	Lecture/ discussion	Understanding importance various types of sources of recruitment .	CLO4	Quiz Assignment End Term
11	Emerging trends in Recruitment and Selection	R1,R2	Lecture/ discussion	Understanding the latest trends and practices in R & S process	CLO4	Quiz Assignment End term
12	Establishing the effectiveness of a source	R1,R2	Lecture/ discussion	Understanding the significance of various sources and effectiveness of each.	CLO4	Quiz Assignment End term

13	Executions of the process Tapping Recruitment sources, Screening, Testing , Interviewing and Selection, Online recruitment	R1, R2	discussion	Understanding the practical implication of the process	CLO3	Quiz Assignment End Term
14	Preparing the schedule for the Recruitment and Selection, Identifying and choosing various sources for recruitment	R1, R2, R3	Discussion Role play	Understanding schedule and selecting the source as per requirement	CLO3	Quiz Assignment End Term
15	Preparing job description and Job specification & sharing other details for advertisement	R3, R2, R1	Discussion Lecture	Understanding of structure of Job specification and Job description	CLO3	Quiz Assignment End term
16	Deciding Criteria	R2, R1	Lecture & Discussion	Deciding which method to use for effectiveness	CLO3	Quiz Assignment End term
17	Various Selection Tools and techniques, Choice of tools	R2, R1	Lecture & Discussion	Understanding of various tools for selection and choosing	CLO3	Quiz Assignment End term
18	Fitting selection tools to the requirement	R2	Discussion	Understanding the method of selecting the selection tool as per the requirement of the organisation	CLO2	Quiz Assignment End term
19	biases in selection	R1	Discussion	Understanding various biases in organisation and how to overcome them	CLO2	Quiz Assignment End term
20	Determining the effectiveness of the process and Cost of hiring and Criteria for effectiveness	R1	Discussion	Understanding various costs involved in the process of hiring and how to make the process effective	CLO2	Quiz Assignment End term
21	Reviewing the process based on actual hiring	R1	Discussion	Understanding the evaluation of the process of hiring		Quiz Assignment End term
22	Determining factors affecting art of hiring	R1,R2	Lecture, Discussion	Understanding various factors that effect the process of hiring		Quiz Assignment End term

Programme outcomes	CO 1	CO 2	CO 3
PO 1		3	
PO 2			3
PO 3		3	2
PO 4			2
PO 5	3	1	
PO 6			3
PO 7		3	2
PO 8		3	2
PO 9	2		3
PO10			3
PO11		2	3
PO12		3	

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

REFERENCE BOOKS (Preferably Latest Edition may be referred)

1. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, New Jersey, 1998.
2. D'Cenzo, David A. & Stephen P. Robbins, Human Resource Management, John Wiley and Sons, New Delhi, 2001.
3. Ian, Beardwell, and Len Holden, Human Resource Management, Macmillan, Delhi, 1998.
4. Saiyadain, Mirza S., Human Resource Management, Tata McGraw-Hill Pub. Co. Ltd., New Delhi, 2000.
5. Chhabra T. N., Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd. New Delhi. 1999
6. Dessler, Garry, A Framework for Human Resource Management, Prentice Hall of India 2006.

K. Expectations from Students:

111. Shall read the topics in advance before coming to the class
112. Shall participate in discussions
113. Shall be regular in the class (75% attendance)
114. Shall complete all the assignments in time
115. Shall work in team
116. Shall undertake field and real time projects
117. Shall be punctual in class
118. Classroom doors shall be closed after 5 min. of the start of the class.



MANIPAL UNIVERSITY JAIPUR
Faculty of Management and Commerce

TAPMI School of Business
Course Hand-out

Marketing Research | MB2501 | 3 Credits | 3 0 0 3

Session: Nov. 19 – Feb. 20 | Faculty: Dr Savitha B Shelley | Class: MBA V Trimester
(Marketing Elective)

B. Introduction:

Marketing is an integral part of marketing. Its task is to assess information needs and provide management with relevant, accurate, reliable, valid, and current information to aid marketing decision making. Developing a knack for research among the buddy managers has become a need of the hour. The frequently changing market dynamics set a new mandates for innovation in marketing to confront the volatile, uncertain, complex, and ambiguous market. This course gives a hand on experience to the students to conduct a marketing research project independently and equip them with the research skills.

The course is divided into three phases:

- i. Problem Definition Phase
- ii. Research Design Phase
- iii. Analysis, Interpretation and Reporting Phase

C. Course Outcomes

MB2501.1: Identify and articulate the marketing research problem in a given situation.

MB2501.2: Construct a theoretical model and **compare** it with the real life problem

MB2501.3: Choose and apply appropriate research design to approach a marketing research problem.

MB2501.4: Collect, process, analyze, and interpret the data for the given marketing problem using suitable statistical techniques.

MB2501.5 Present and write the research findings and relate it with the problem

D. PROGRAM OUTCOMES AND PROGRAM SPECIFIC

OUTCOMES PO 1. Apply appropriate technical tools in a managerial context.

PO 2. Articulate business context in terms of functional aspects.

PO 3. Describe inter linkages among functional areas of an enterprise.

PO 4. Analyze and interpret the performance of an enterprise and its various functional unit.

PO 5. Articulate various concepts in management and demonstrate their application in specific business context.

PO 6. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

E. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Live Research Project	30
	In class Quizzes and Case Analysis, Activity feedbacks (Accumulated and Averaged)	40
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

F. Syllabus:

Marketing Research Fundamentals- Rationale for marketing research, scientific method and research,. **The Marketing Research Process and Types, Sampling fundamentals and** Application of Sampling Methods to Marketing Problems. Data Collection and Tabulation. Preparation and Tabulation of Collected Data-recording, coding, tabulating, cleaning the data. **Data Analysis-** Univariate, Bivariate and Multivariate Analysis, brief on descriptive statistics, T Test, χ^2 Test, ANOVA, Regression, Multiple Regression, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis. Multi-criteria decision methods for marketing research- Total Interpretive Structural Modeling (TISM), Analytical Hierarchy Process (AHP), and Quality Function Deployment (QFD) for product research and consumer insights. **Application of Marketing Research** – Identifying Market Segments, Product Research, Advertising Research and Market and Sales Analysis. Other Advances in Research and Analytics. **Preparation of Final Marketing Research Report. Software to be used-** MS-Excel, SPSS, MINITAB, and SAS.

G. Text Books

T1: Malhotra, Naresh and Dash S., Marketing Research, 6th Ed, Pearson, 2012
T2: Nargundkar R., Marketing Research – Text and Cases, McGraw Hills, 2012

H. References:

C1: Boyd Harper W, Westfall R. and Stasch Stanley F., *Marketing Research*, AITBS, 10th Edn, 2009
C2: Marketing research or Marketing Analytics online courses on various platforms.

Lecture Plan

Lect ure Nu mbe r	Topic to be covered	Session Outcome	Mode of Delivery	Correspond ing CO	Mode of Assessing the Outcome
L1	Marketing Research: An overview	To develop a broad understanding of the marketing research.	Lecture/PP T	MB 2501.1	Quiz Assignment Term Project
L2	Marketing Research Process	Able to understand the research process.	Lecture/PP T	MB 2501.1	Quiz Class Test Assignment End Term
L3	Type of research and sources of data	Explore various types of research.	Case Study /PPT	MB 2501.1	Quiz End term Assignment

L4	Research Design and Marketing Research	Analyse the need for research and suitable designs.	Case Analysis /PPT	MB 2501.1	Quiz Assignment End Term
L5	Live Research Project Phase-I Evaluation	Apply the problem definition phase of research.	Quick presentations by students.	MB 2501.2	Quiz Assignment End term
L6	Collecting data through questionnaire and observation	Understand various methods of data collection.	Case Discussion/ Lecture/PP T	MB 2501.2	Quiz End Term
L7	Concept of scale-reliability and validity	Analyze the validity and reliability of the data collected.	Lecture/PP T	MB 2501.2	Quiz End term
L8	Observation method for data collection	Understand the methods of observing the subjects.	Case/Lecture/PPT	MB 2501.2	Quiz Assignment
L9	Attitude measurement and Sampling	Understand the basics of attitude measurement and sampling..	Lecture/PP T	MB 2501.2	Quiz End term Assignment
L10	Live Project Phase-II	Apply the project phase II in real time projects.	Students presentations	MB 2501.2	Quiz End Term
L11	Training of SPSS: Data entry and basics	Examine various methods for attitude change of consumer.	Case Analysis Lecture/PP T	MB 2501.2	Quiz End term
L12	Measures of Central Tendency and Test of Significance	Analyse the role of family and social class in CB	Case Analysis /Lecture/PP T	MB 2501.3	Quiz

L13	Univariate, bivariate and Multivariate Analysis / Parametric and Non-parametric Test	Analyse the role of family and social class in CB.	Lecture/PP T	MB 2501.3	Quiz Assignment
L14	t-test, Chi-square test ANOVA	Understand the role of culture in CB	Lecture/PP T	MB 2501.3	Quiz Mid term I
L15	Factor Analysis, Cluster Analysis and Conjoint Analysis	Understand the role of culture in CB	Case analysis/ Lecture/PP T	MB 2501.3	Quiz End Term
L16	Regression, Discriminant Analysis and Application of Marketing Research	Analyse the data using these techniques	Lecture/PP T	MB 2501.4	Quiz Assignment End Term
L17	Multi-criteria Decision Techniques for Research.	Learn the basics of MCDM techniques and its use in marketing.	Lecture/PP T	MB 2501.4	Quiz Assignment
L18	Product Research using QFD	Apply QFD for the product related research	Case Analysis/ Lecture/PP T	MB 2501.4	Quiz End term
L19	Writing Research Papers	Converging the learning with practice.			
L20	Live Project Phase III	Apply the learning to the project.		MB2505	Live Project
L21	Student Presentations 1-12	Student Presentation		MB2505	Live Project
L22	Student Presentations 13-24	Student Presentation		MB2505	Live Project

L23	Student Presentations 25-31	Student Presentation		MB2505	Live Project
L24	Course Revision	Revise the concepts learnt and applications thereof.	Discussion	NA	End Term

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2501. 1]			2					1						NA	NA	NA
[MB 2501. 2]					1									NA	NA	NA
MB 2501. 3]			1					2						NA	NA	NA
[MB 2501. 4]					1						2			NA	NA	NA

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR
Faculty of Management and Commerce

TAPMI School of Business
Course Hand-out

Retail and Merchandise Management | MB 2502 | 3 Credits | 3 0 0 3

Session: Nov. 19 – Feb 20 | Faculty: Dr Smita Sharma | Class: MBA IV Trimester Marketing Elective)

A. Introduction: The course is offered by TAPMI School of Business for 5th Trimester students, who have opted for marketing specialization of MBA program. However, at the same time, it is an open elective under basket approach for the students of other specialization. The course on Retail and Merchandise Management provides students with in-depth knowledge of the fundamentals of retailing with emphasis on the consumer in the marketplace. As retailing is growing rapidly and emerging as one of the strong growth drivers in the economy and an avenue for employment to budding managers, needs due attention.. The course is also designed to sensitize the students about the nitty gritty of the retailing and merchandise management.

The primary objective of the course is to have students develop marketing competencies in retailing & retail consultancy. The course is designed to prepare students for position in retail sector or in consulting companies. The course can also benefit students interested in starting their own consulting firm. The students taking the course will develop a fundamental understanding of retailing and come away with a fundamental appreciation of problems, constraints & opportunities faced by the retailers.

B. COURSE OUTCOMES: At the end of the course, students will be able to,

[MB 2502.1]. Understand the fundamentals of retailing and merchandise management, with emphasis on the consumer.

[MB 2502.2]. Locate & identify the factors impacting retail sector in India and categorize & differentiate various retail institutions.

[MB 2502.3]. Identify & integrate various aspects of retail management to design a retail strategy.

[MB 2502.4]. Assess & evaluate the functioning of various retail organizations so as to suggest realignment of retail strategy.

C. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO 1]. Apply appropriate technical tools in a managerial context.

[PO 2]. Articulate business context in terms of functional aspects. **CO1**

[PO 3]. Describe inter linkages among functional areas of an enterprise.

[PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.

[PO 5]. Articulate various concepts in management and demonstrate their application in specific business context. **CO1/CO2**

[PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future. **CO3**

[PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution. **CO2**

[PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO 10]. Demonstrate the ability to envision the possible negative impact of corporate decision and suggest the correct decision(s) in the context.

[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.

[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken. **CO4**

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Term Project	20
	In class Quizzes and Case Analysis, Activity feedbacks (Accumulated and Averaged)	40
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40

	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

E. Syllabus:

Introduction: Retailing Scenario - Global, Retail Scenario – India, Consumption and its impact on retailing, Prospects of Retailing in India; **Trends in Retailing:** Global overview of retailing, Key drivers of retailing in India, Projected trends in retailing, Growth of organized retailing in India; **Retail Strategies:** Developing a strategy framework, Corporate strategy, Store strategy, Growth Strategies; **Retail Formats:** Retail formats and their evolution, Store formats in common parlance, Scalability of store formats; **Merchandise Planning:** Merchandise planning, Gross margin return on inventory, Markups and Markdowns, Shrinkage, IT & Systems support in Merchandise Planning, Merchandising Organization; **Buying in Retail:** The buying function, Buying methods and controls, Key buying activities, The buying organization, Buying Pitfalls, Best Practices in Buying; **Category Management:** Definition, Benefits of category management, Category Management Process, Category Captainty, Principles of Category Management, Criticism of Category Management, Role of People in Category Management; **Pricing Strategies:** Pricing Strategies, Online Pricing, Regulation of Pricing in India; **Private Labels:** Evolution of private labels, Role of private labels, Global scenario of Private Labels, Factors influencing development of Private Labels, Promotion of Private Labels; **Store Planning, Design and Layout:** Store location analyst planning and location planning, Store design and retail image mix, The space mix, Store Layout, Floor space management; **Managing Retail Personnel:** HR issues and concerns in retailing; **Visual Merchandising and Displays:** Visual Merchandising, Role of visual merchandising in retail;

F. Text and Reference Books:

- T 1. Sinha PK, Uniyall DP (2009) , Managing Retailing, 1st ed., Oxford University Press, New Delhi
- T 2. Berman B, Evans JR (2009), Retail Management – A Strategic Approach, 8th ed., PHI, New Delhi
- T 3 Levy M , Weitz B.A (2008), Retailing Management, 6th ed., TMH, New Delhi.

G. References:

Case Studies & Articles

Students shall be provided with the cases in advance. The students are expected to read the articles and cases and come prepared for discussion in the class.

H. Lecture Plan:

Lecture N.	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
L1	Retailing Scenario-India	Explore the present retail scenario in India.	Lecture/Discussion	MB 2502.1	Quiz Assignment
L2	Prospects of retailing in India	Get acquainted with prospects in retailing.	Lecture/PP T	MB 2502.1	Quiz Assignment Term Project
L3	Trends in Retailing-Global	Explore the trends in Global Retailing.	Lecture/PP T	MB 2502.1	Quiz Class Test Assignment End Term
L4	Trends in Retailing-India	Explore the trends in Indian Retailing.	Case Study /PPT	MB 2502.1	Quiz End term Assignment
L5	Retail Strategies-Developing a strategy framework	Develop comprehensive retail framework.	Case Analysis /PPT	MB 2502.2	Quiz Assignment End Term
L6	Corporate, Growth and Store Strategies	Understand the various strategic option in retailing.	Lecture/PP T	MB 2502.2	Quiz Assignment
L7	Retail Formats	Explore various retail formats in the market.	Lecture/PP T	MB 2502.2	Quiz Assignment End term
L8	Merchandise Planning	Understand the basics of merchandise planning.	Case Discussion/ Lecture/PP T	MB 2502.2	Quiz End Term
L9	Merchandise Planning-II	Appraise the advances in merchandise planning.	Lecture/PP T	MB 2502.2	Quiz End term

L10	Buying in Retail	Explore the prevailing retail buying methods.	Case/Lecture/PPT	MB 2502.2	Quiz Assignment
L11	Category Management	Understand the category management process.	Lecture/PPT	MB 2502.2	Quiz End term Assignment
L12	Category Management-II	Understand the principles of category management.	Lecture/PPT	MB 2502.2	Quiz End Term
L13	Category Management-III	Examine existing category management strategies.	Case Analysis Lecture/PPT	MB 2502.2	Quiz End term
L14	Pricing Strategies-I	Understand the retail pricing methods	Case Analysis /Lecture/PPT	MB 2502.3	Quiz
L15	Pricing Strategies-II	Analyse the various pricing strategies.	Lecture/PPT	MB 2502.3	Quiz Assignment
L16	Private Labels	Understand the role of private labels.	Lecture/PPT	MB 2502.3	Quiz Mid term I
L17	Store Planning,	Understand retail location strategy.	Case analysis/ Lecture/PPT	MB 2502.3	Quiz End Term
L18	Design and Layout	Explore various design and layout options available.	Case Discussion/ Lecture/PPT	MB 2502.4	Quiz End term
L19	Managing Retail Personnel	Appraise the HR aspects of retailing.	Lecture/PPT	MB 2502.4	Quiz Assignment End Term
L20	Visual Merchandise and Displays	Planning the visual merchandise in store.	Lecture/PPT	MB 2502.4	Quiz Assignment
L21	Visual Merchandise and Displays-II	Evaluate the implementation of visual merchandise strategy in retailing.	Case Analysis/ Lecture/PPT	MB 2502.4	Quiz End term

L22	FDI in Retailing and contemporary issues.	Discuss the contemporary issues in retailing	Lecture/PP T	MB 2502.4	Quiz Assignment
L23	Project Presentation and Viva	Discuss the learning from term project	Lecture/PP T		End Term
L24	Project Presentation and Viva	Discuss the learning from term project	Lecture/PP T		End Term

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2502.1]		1	2			1								NA	NA	NA
[MB 2502.2]									1					NA	NA	NA
MB 2502.3]								1						NA	NA	NA
[MB 2502.4]													2	NA	NA	NA

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR
Faculty of Management and Commerce
TAPMI School of Business
Course Hand-out

Integrated Marketing Communications| MB 2504| 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Smita Sharma Class: MBA V Trimester (MKTG Elective)

Course Perspective

One of the most important component of marketing mix is promotion. It helps marketers to position their products in the minds of the consumers and build brands. Advertising and Promotion as it used to be has taken an Integrated Marketing Communications perspective and synergizes various components of Promotion mix. The course aims to develop sound knowledge of various components of Integrated Marketing Communication (IMC) and effectiveness of various communication disciplines like Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct and Interactive Marketing, Events and Experiences. Focus of this course is to enhance capability to formulate effective customer-oriented marketing strategies by utilizing various tools of IMC.

A. The Learning Outcomes

On completion of the course the participants shall be able to:

CO 1: Describe various components of Marketing Communications.

CO 2: Understand Communication process and various consumer response models. CO 3: Design Integrated Marketing Communications Programme.

CO 4: Develop suitable message and media strategies.

CO 5: Measure effectiveness of promotional programmes.

B. Pedagogy

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, papers, presentations, etc., prepared on the dates indicated, to come to the class with the required materials, to take notes, and to read the assignments by the dates due.

C. Course Outline

Introduction to Integrated Marketing Communications: Role of IMC in Marketing Process, Promotion Mix and Integrated Marketing Communications Program; **Developing and Control of marketing communication:** marketing communication planning procedure, Advertising objectives and planning,

the advertising Agency; **Creative Strategy**- Types of Appeals, Message Strategies and Execution framework; **Media Planning and Strategy**: Measuring Advertising effectiveness; **IMC Integration Tools**: Personal Selling, Sales Promotions-Trade Promotions and Consumer Promotions, Web Advertising, Direct Marketing, Event Marketing, Public Relations, Unconventional Promotional Media; **Implementation and Evaluation of Integrated Marketing Program**, Legal and Ethical Considerations of Communication Strategies.

D. Session Plan

Session	Course Contents	Book Chapter/ Reading	Pedagogy	Learning Outcomes	CO
Session 1	An Introduction to Integrated Marketing Communication: Meaning and role of IMC in Marketing process,	Text Book Chapter 1	Class Lecture	Understand concept of integrated marketing communications (IMC)	CO 1
	one voice communication V/s IMC.				
Session 2	Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship.	Text Book Chapter 2	Class Lecture and Discussion	Evaluate model of the IMC planning process and examine the steps in developing a marketing communications program	CO 1
Session 3	The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.	Text Book Chapter 3	Class Lecture and Discussion	Understand the role of advertising agencies and the services they perform as well as the various types of agencies and media specialist organizations	CO 1
Session 4	Perspective on Consumer Behavior	Text Book Chapter 4	Class Lecture and Discussion		CO 1

Session 5	Understanding communication process: Source, Message and channel factors, Communication response hierarchy-AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy.	Text Book Chapter 5 & 6	Class Lecture and Case Discussion	To examine various models of the communication process	CO 2
Session 6	Consumer involvement-The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.	Text Book Chapter 5 & 6	Case Discussion	To examine various models of the communication process	CO 2
Session 7	Feedback and review of Module-I & II & Case analysis/Quiz	Case Discussion/Quiz	Case Discussion/Quiz		CO 2
Session 8	Planning for Marketing Communication (Marcom): Establishing objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as objective, DAGMAR approach for setting ad objectives.	Text Book Chapter 7	Lecture	To recognize the importance and value of setting specific objectives for advertising and promotion	CO 3
Session 9	Budgeting: Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine budget.	Text Book Chapter 7	Class Lecture and Case Discussion	To understand the process and methods of budgeting for IMC	CO 3
Session 10	Feedback and review of Module- III & Case analysis/Quiz	Case Discussion/Quiz	Case Discussion/Quiz		CO 3

Session 11	Developing the IMC Programme: Planning and development of creative marketing communication. Creative strategies in advertising, sales promotion, publicity etc.	Text Book Chapter 8	Class Lecture and Case Discussion	Creation of advertising messages and the various research inputs into the stages of the creative process	CO 4
Session 12	Creative strategy in implementation and evaluation: Types of appeals and execution styles.	Text Book Chapter 9	Class Lecture and Case Discussion	To analyze the various creative execution styles that advertisers can use and the advertising situations where they are most appropriate	CO 4
Session 13	Media planning and selection decisions-steps involved and information needed for media planning.	Text Book Chapter 10	Class Lecture and Case Discussion	To be able to develop and implement media strategies	CO 4
Session 14	Evaluation of Media	Chapter 11-17	Student Presentation	To be familiar with various characteristics of media	CO 4

Session 15	Evaluation of Media Feedback and review of Module- IV & Case analysis/Quiz	Chapter 11-17	Student Presentation	To be familiar with various characteristics of media	CO 4
Session 16	Measuring Effectiveness and control of Promotional Programmes: Meaning and importance of measuring communication effectiveness, The testing process, measuring the effectiveness of other promotional tools and IMC.	Text Book Chapter 18	Case Presentation by the Students	To understand and evaluate various methods used for measuring advertising effectiveness	CO 5
Session 17	International Advertising and Promotion	Text Book Chapter 19	Video on Int. Advertisements and Discussion	To understand the cross-cultural influences while designing IMC plan.	CO 5
Session 18	The ethical, social, and legal aspects of advertising and promotion- Different legislative and self-regulatory codes controlling advertising and promotions in India	Text Book Chapter 21	Class Lecture and Case Discussion	To examine and evaluate the social, ethical and economic aspects of Advertising and Promotion.	CO 5
Session 19	Regulation of Advertising and Promotion	Text Book Chapter 20	Lecture and Class Discussion	To understand how advertising is regulated including the role and function of various regulatory agencies.	Co 5
Session 20	Feedback and review of Module- V & Case analysis/Quiz	Case Discussion/Quiz	Case Discussion/Quiz		CO 5
Session 21	Class Presentation on Industry Project	Presentations by Students	Class Presentation on Industry Project		Co 3,4,5

Session 22	Class Presentation on Industry Project	Presentations by Students	Class Presentation on Term Project		Co 3,4,5
Session 23	Class Presentation on Industry Project	Presentations by Students	Class Presentation on Industry Project		Co 3,4,5
Session 24	Class Presentation on Industry Project	Presentations by Students	Class Presentation on Industry Project		Co 3,4,5

F. Evaluation Scheme

Instructor led continuous evaluation

Mid-term examination	20%
End-term examination	40%
Project	20%
Case Analysis & Presentations	05%
Class Participation	05%
Quiz/Class Test	10%

G. Students Roles and Responsibilities

1. All students must be seated in the class within 5 minutes of the commencement of the session. The class room will be bolted from inside after this time period.
2. You are expected to read all topics/cases etc. before coming to the class. Students are expected to buy the text book mentioned in the course handout within one week of receiving the outline.
3. All are expected to participate actively in discussions that take place in the class room.
4. You will have to maintain 100 % attendance in the class. Leave shall be granted only with prior permission for urgent & essential work only.
5. You will submit all types of assignments within given time frame.

MANIPAL UNIVERSITY JAIPUR

Faculty of Management & Commerce

TAPMI School of Business

Course Hand-out

International Financial Management | MB 2510 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr. Umesh Solanki | Class: V Trimester (Program Elective)



A. Introduction: The purpose of this course is to make its target audience understand the significance of international financial management. In a globalized world a financial manager is expected to assess the impact of the developments around the world and in the financial markets in various countries, on the business of the company. The financial manager has to understand the impact of various investment, financing and operational decisions in a globalized context, on firm value. All stakeholders need to understand the potential rewards and risks that exist when firms do business in a globalized economy.

This course aims at equipping its target audience with the various tools and techniques of financial decision making in an international context.

B. Course Outcomes: On completion of this course the learners will be able to:

- [2514.1]** Articulate and understand the overall framework of international financial management, various sources of financing available in the international financial markets and the various methods of financing foreign trade.
- [2514.2]** Articulate and understand the functioning of the foreign exchange markets, the various types of foreign exchange quotes and make decisions on the basis of the foreign exchange rates.
- [2514.3]** Apply the concept of cost of capital and a capital budgeting methodology in the context of multinational companies.
- [2514.4]** Apply the principles relating to working capital management of multinational companies.
- [2514.5]** Understand and be aware of the various types of risks arising out of the variability of exchange rates and manage such risks by various tools and techniques.

C. Program Outcomes and Program Specific Outcomes

- [PO 1].** Apply appropriate technical tools in a managerial context.
- [PO 2].** Articulate business context in terms of functional aspects.
- [PO 3].** Describe inter linkages among functional areas of an enterprise.
- [PO 4].** Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO 5].** Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6].** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7].** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8].** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9].** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO 10].** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO 11].** Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO 12].** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan

Mid-term examination

20%

End-term examination	40%
Term Project & Viva-voce / Presentations	20%
Questions & Class Participation	10%
Quizzes	10%

E. Syllabus:

Foreign exchange markets and quotations: Organization and structure, types of transactions, types of quotations

International Financial Institutions: Multilateral financial institutions, World Bank, IMF & others

Exchange Rate Parity Conditions: Purchasing power parity, Interest rate parity, Fisher Effect, International Fisher Effect

International Financing: International financial markets, international financial instruments

Financing Foreign Trade: Payment terms, Documents in international trade, financing techniques

International Working Capital Management: Cash, receivables & inventory management

International investments and capital budgeting: Estimation of cost of capital, evaluation criteria, issues in foreign investment analysis

Risks in International Financial Management: Translation risk, transaction risk, economic risk

Overview of Hedging Tools & Techniques in International Finance: Overview of various types of foreign currency derivative instruments used for hedging exchange rate risk

F. Text & Reference Books:

Text Books:

- Shapiro Alan C., Multinational Financial Management, 9th Edition, 2012, Wiley India
- Apte P.G., International Financial Management, 7th Edition, 2014, McGraw Hill Education

Reference Books:

- Levi M.D., International Finance, 5th Edition, 2009, Routledge

G. Lecture Plan

S.No.	Contents	Reference	Pedagogy	Session Learning outcomes	COs	POs
1	Foreign exchange markets and quotations: Organization and structure	Shapiro 1 Apte 7	Lecture	Understand the framework of international financial management L1	CO1	PO1 PO2 PO3 PO6
2	Types of transactions	Shapiro 7 Apte 7	Lecture, Discussion	Understand the Types of transactions L1	CO2	PO1 PO2 PO3 PO6
3	Types of quotations	Apte 7	Lecture, Numerical exercises	Apply various forex quotations for decision making L2	CO2	PO1 PO2 PO3 PO6
4	International Financial Institutions: Multilateral financial institutions	Shapiro 1	Lecture, Discussion	Understand the various Multilateral financial institutions and their functions L1	CO1	PO1 PO2 PO3 PO6
5	World Bank	Shapiro 2	Lecture, Discussion	Understand the World Bank and their functions L1	CO1	PO1 PO2 PO3 PO6

6	IMF & others	Shapiro 2 Apte 5	Lecture, Discussion	Understand the IMF & other institutions & their function L1	CO1	PO1 PO2 PO3 PO6
7	Balance of payments: Balance of payments	Apte 4	Lecture, Numerical exercises	Understand the Balance of payments & their components L1	CO1	PO1 PO2 PO3 PO6
8	Balance of payments and exchange rates	Apte 4	Lecture, Numerical exercises	Understand the Balance of payments & exchange rates L1	CO2	PO1 PO2 PO3 PO6
9	Exchange Rate Parity Conditions: Purchasing power parity	Shapiro 4	Lecture, Numerical exercises	Understand the parity relationships between exchange rates & apply them L1 L2	CO2	PO1 PO2 PO3 PO6
10	Interest rate parity	Apte 3	Lecture, Numerical exercises	Understand the parity relationships between interest rates & apply them L1 L2	CO2	PO1 PO2 PO3 PO6
11	Fisher Effect	Apte 3	Lecture, Numerical exercises	Understand the Fisher Effect apply them L1 L2	CO2	PO1 PO2 PO3 PO6
12	International Fisher Effect	Apte 3	Lecture, Numerical exercises	Understand the International Fisher Effect apply them L1 L2	CO2	PO1 PO2 PO3 PO6
13	International Financing: International financial markets	Shapiro 13	Lecture & discussion	Understand & know the various types of international financial markets L1	CO1	PO1 PO2 PO3 PO6
14	International financial markets, International financial instruments	Shapiro 13, Apte 18	Lecture & discussion	Understand & know the various types of international financial markets and international financial instruments L1	CO1	PO1 PO2 PO3 PO6
15	International financial instruments	Shapiro 18	Lecture & discussion	Understand & know the various types of international financial instruments L1	CO1	PO1 PO2 PO3 PO6
16	Financing Foreign Trade: Payment terms		Lecture, Numerical exercises	Understand & know the various payment terms L1	CO1	PO1 PO2 PO3 PO6
17	Documents in international trade, financing techniques		Lecture, Discussion	Understand & know the various Documents in international trade,	CO1 CO2	PO1 PO2 PO3 PO6

				methods of financing of foreign trade L1		
18	Financing techniques	Shapiro 19	Lecture,	Know the various benefits of methods of financing of foreign trade L1	CO2 CO4	PO1 PO2 PO3 PO6
19	International Working Capital Management: Cash management	Shapiro	Lecture, Numerical exercises	Understand the issues in international working capital management & cash management & apply various techniques to arrive solutions. L1, L2	CO2 CO4	PO1 PO2 PO3 PO6
20	Receivables management	Shapiro	Lecture, Numerical exercises	Understand the issues in receivables management & apply various techniques to arrive at solutions. L1 L2	CO2 CO4	PO1 PO2 PO3 PO6
21	Inventory management	Shapiro 14	Lecture, Numerical exercises	Understand the issues in inventory management & apply various techniques to arrive at solutions. L1 L2	CO2 CO3	PO1 PO2 PO3 PO6
22	International investments and capital budgeting: Estimation of cost of capital	Shapiro 17	Lecture, Numerical exercises	Understand the framework of capital budgeting in MNCs & the issues they face L1	CO2 CO3	PO1 PO2 PO3 PO6
23	Evaluation criteria		Lecture, Numerical exercises	Know & apply appropriate capital budgeting criteria in decision making L2	CO2 CO3	PO1 PO2 PO3 PO6
24	Evaluation criteria - Numerical	Shapiro	Lecture, Numerical exercises	Apply appropriate capital budgeting criteria in making the decision L2	CO2 CO3	PO1 PO2 PO3 PO6
25	Issues in foreign investment analysis	Shapiro 10	Lecture, Numerical exercises	Understand the various issues in foreign investment analysis. L1 L2	CO5 CO6	PO1 PO3 PO6 PO12
26	Risks in International Financial Management: Translation risk, Transaction risk	Shapiro 10, Apte 3	Lecture, Numerical exercises	Understand the various types of foreign exchange risk. L1 L2	CO5 CO6	PO1 PO3 PO6 PO12
27	Economic risk	Shapiro 10	Lecture, Numerical exercises	Understand the various types of foreign exchange risk. L1 L2	CO5 CO6	PO1 PO3 PO6 PO12

28	Overview of Hedging Tools & Techniques in International Finance: Overview of various types of foreign currency derivative instruments used for hedging exchange rate risk	Shapiro 8 Apte 13	Lecture & Numerical exercises	Understand & Apply various risk management techniques Formulate a risk management strategy L1 L2 L5	CO6	PO1 PO6 PO12
29	Foreign currency futures, Foreign currency options	Shapiro 9 Apte 9, 10	Lecture & Numerical exercises	Understand & Apply various risk management techniques Formulate a risk management strategy L1 L2 L5	CO6	PO1 PO6 PO12
30	Swaps, Interest rate derivatives	Apte 8, 9	Lecture & Numerical exercises		CO6	PO1 PO6 PO12

Bloom's Taxonomy; Level of Learning: L1 = Remember & understand

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

H. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

Programme outcomes	CO 2510.1	CO 2510.2	CO 2510.3	CO 2510.4	CO 2510.5
PO 1	3	3	3	3	3
PO 2	3	3			
PO 3	3	3	2		2
PO 4					
PO 5					
PO 6	3	3	3	3	3
PO 7					
PO 8					
PO 9					
PO10					
PO11					
PO12			3	3	3

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

I. Mapping of Course Outcomes with Evaluation Components:

Course Outcomes	Quizzes	Questions & Class Participation	Ind. Term Project	Mid-Term Exam	Viva-voce or Presentation	End-Term Exam
CO 2510.1	✓	✓	✓	✓	✓	✓
CO 2510.2	✓	✓	✓	✓	✓	✓
CO 2510.3	✓	✓	✓	✓	✓	✓
CO 2510.4		✓	✓		✓	✓
CO 2510.5		✓	✓		✓	✓

J. Term Project Guidelines:

- Each student must identify the companies.
- All students should ideally identify companies in the different industries.

- For the data of different companies identified, tools & techniques should be used to properly use the Spreadsheet functions and apply the formulae to prepare the business models.
- Each student should submit a report on the applications of different Spreadsheet functions and preparation of business models with the adequate procedure followed for the same.

K. Expectations from Students:

- Will read the topics in advance before coming to the class
- Will participate in discussions
- Will be regular in the class and bring their laptops
- Will complete all the assignments in time
- Will undertake field and real time projects
- Will be punctual in class
- Classroom doors shall be closed after 5 min. of the start of the class.

L. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT (Detained) letter grade.
- Marks for Class Participation will be based both on the active involvement of the students in the classroom session and attendance.

M. Faculty Details and meeting timings:

Faculty: Dr. Umesh Solanki, Associate Professor, TSB

Contact Hours: Tuesday, Wednesday & Friday 16:30 Hrs to 17:30

Email: umesh.solanki@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Financial Risk Management | MB 2511 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Sankersan Sarkar | Class: V Trimester (Program Elective)

Introduction: The course on Financial Risk Management is designed to educate the students of MBA programme on the various types of financial risk that can affect an enterprise and the various tools and techniques of managing such financial risk. In all this course covers the various derivative instruments for managing risks, the pricing of such instruments for various types of underlying assets and the various investment strategies involving the derivative instruments.

B. Course Outcomes: Upon successful completion of this course, the students would be able to:

- [2511.1] Articulate and understand the need for managing financial risk.
- [2511.2] Understand the nature and use of various types of instruments for financial risk management.
- [2511.3] Understand and apply the principles for pricing of derivative instruments.
- [2511.4] Formulate and apply various strategies using derivative instruments.

C. PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

- [PO 1]. Apply appropriate technical tools in a managerial context.
- [PO 2]. Articulate business context in terms of functional aspects.
- [PO 3]. Describe inter linkages among functional areas of an enterprise.
- [PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.
- [PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.
- [PO 6]. Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- [PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- [PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- [PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- [PO 10]. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- [PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.
- [PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Evaluation Scheme

Continuous evaluation will be conducted for 30 marks. It is continuous and spread throughout the course. The details of the evaluation components are given below

Sl. No	Evaluation Component	Weight (%)	Date for Evaluation	Learning outcomes	Date of completion of evaluation
1	Quiz	2 x 10 = 20	To be conducted before & after Mid Term Evaluation	1	2 Weeks from the

					date of exam.
2	Class Test / Mid Term Exam	20	Middle of trimester	1, 2	2 Weeks from the date of exam.
3	Attendance	10	End of term		End of term
4	Project work	10	End of term	1,2,3,4	End of term
5	End Term Exam.	40		1,2,3,4	As per University schedule
	Total	100			

E. Syllabus:

1. Overview of derivatives and risk management
2. Forwards & futures contracts and pricing
3. Option contracts and pricing
4. Greeks
5. Option strategies
6. Swaps
7. Other derivatives

F. Text Book

- John C. Hull & Sankarshan Basu, Options, Futures & Other Derivatives, Pearson

G. References:

Derivatives Valuation & Risk Management, David A. Dubofsky, Oxford University Press

2e. Prerequisites: Financial Management / Corporate Finance

Pedagogy/Instruction Methodology: Lectures & problem solving

H. Alignment of Assessment tools to COs

Course Outcomes	Quiz-1	Quiz-2	Mid Term	Term Project	End Term Exam	Class Participation
CO 2511.1	Y	Y	Y			Y
CO 2511.2		Y	Y	Y	Y	Y
CO 2511.3				Y	Y	Y
CO 2511.4				Y	Y	Y

I. CO Articulation Matrix

Programme outcomes	CO2511.1	CO2511.2	CO2511.3	CO2511.4
PO 1	3	3	3	3
PO 2	3	2		
PO 3	2	2	1	
PO 4				

PO 5				
PO 6	3	3	3	3
PO 7				
PO 8				2
PO 9				
PO10				
PO11				
PO12				2

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

J. Tentative Delivery Schedule

Session No.	Topics	Pedagogy	References	Session Learning Outcomes	CLO	PO
1.	Introduction to Derivatives: Derivatives as risk management tools, Types of derivative contracts: Forwards and Futures, Options, Swaps, Types of underlying assets	Discussion examples & Q – A	Hull/ C1	To understand various types of derivative instruments L1	CO1, CO2	PO1 PO2 PO3 PO6
2.	Derivative markets in India, Underlying assets: equities, currencies, commodities & interest rates, Regulation of derivatives, Reasons for derivatives trading: risk management, speculation & arbitrage	Discussion examples & Q – A	Hull/ C1, C4	To understand derivative markets, market related information, motives of trading L1	CO1, CO2	PO1 PO2 PO3 PO6
3.	Forwards & Futures Contracts: Basic hedging practices: Long hedge & Short hedge;	Discussion examples & Q – A	Hull/ C2, C5	To understand the nature of forward contracts, hedging practices L1	CO2, CO3	PO1 PO2 PO3 PO6
4.	Specifications & terminology, underlying assets, size of contract & delivery process;	Discussion examples & Q – A	Hull/ C2, C5	To understand & apply the information related with futures contracts L1, L2	CO2, CO3	PO1 PO2 PO3 PO6

5.	Futures contract: Marking to market mechanism	Discussion examples & Q – A	Hull/ C2, C5	To understand & apply the mark-to-market process L1, L2	CO2, CO3	PO1 PO2 PO3 PO6
6.	Practices in futures markets; Differences: Forwards vs. Futures	Discussion examples & Q – A	Hull/ C2, C5	To understand practices in forward / futures markets L1	CO2, CO3	PO1 PO2 PO3 PO6
7.	Pricing principles for forwards & futures for various types of assets, Arbitrage opportunities,	Discussion examples & Q – A	Hull/ C3	To apply pricing principles of forwards & futures on various types of underlying assets L2	CO2, CO3	PO1 PO2 PO3 PO6
8.	Hedging with futures contracts; Optimal hedge ratio; Stock futures & Stock index futures, Arbitrage with stock futures	Quiz-1	Hull/ C3	To apply hedging strategy with futures contracts L2 To analyse the implications of the hedging strategies L3	CO2, CO3	PO1 PO2 PO3 PO6
9.	Option Contracts: Types of options, Practices in options markets - specifications & options terminology, underlying assets, size of contract & delivery process, Differences between options & futures,	Discussion examples & Q – A	Hull/ C10, C11	To understand the nature of option contracts	CO2, CO3	PO1 PO2 PO3 PO6
10.	Payoff of Long & Short Call, Payoff of Long & Short Put, Covered calls & Protective puts, Upper & Lower Bounds of European call & put prices, Upper & Lower Bounds of American call & put prices	Discussion examples & Q – A	Hull/ C10, C11	To understand & apply the upper & lower bounds of option process L1, L2	CO2, CO3	PO1 PO2 PO3 PO6
11.	Option Pricing:	Discussion examples & Q – A	Hull/ C11	To understand the impact of various factors	CO3	PO1 PO3 PO6

	Factors affecting option premiums, Put-Call Parity,			on option pricing L1		
12.	Pricing methodologies of options: Binomial Model, Black-Scholes Model, Binomial Model – basic model & its variants	Mid-Term after 12 sessions	Hull/ C13	To understand & apply the pricing methodologies on option pricing L1, L2 To analyse the context of option pricing L3	CO3	PO1 PO3 PO6
13.	Black-Scholes Model – basic model & its variants; Can the two models be related?	Discussion examples & Q – A	Hull/ C15	To understand & apply the BSM L3	CO3	PO1 PO3 PO6
14.	ESOPs, Options on stock indices, Currency options, Options in on stocks with known dividend yield	Discussion examples & Q – A	Hull/ C16, C17	To analyse & evaluate various situations involving option like characteristics L3, L4 To apply option pricing models to value ESOPs, warrants L2	CO3	PO1 PO3 PO6
15.	Overview of risks of options: Introductory idea of Greeks	Discussion examples & Q – A	Hull/ C19	To understand the types of risk in option positions, evaluate the risks & create portfolios to neutralize the same L1, L2, L4	CO2, CO3	PO1 PO2 PO3 PO6
16.	Greeks continued...	Discussion examples & Q – A	Hull/ C19	To understand the types of risk in option positions, evaluate the risks & create portfolios to neutralize the same L1, L2, L4	CO2, CO3	PO1 PO2 PO3 PO6
17.	Option strategies: Spreads	Discussion examples & Q – A	Hull/ C12	To design investment strategies using options in	CO4	PO1 PO6 PO8 PO12

				various market conditions L5		
18.	Combinations	Discussion examples & Q – A	Hull/ C12	To design investment strategies using options in various market conditions L5	CO4	PO1 PO6 PO8 PO12
19.	Combinations	Discussion examples & Q – A	Hull/ C12	To design investment strategies using options in various market conditions L5	CO4	PO1 PO6 PO8 PO12
20.	Other derivatives: Credit risk derivatives, Interest rate derivatives	Quiz-2	Hull/ C25, C26	To understand and know various derivative instruments for credit risk, interest rate risk, weather L1	CO4	PO1 PO6 PO8 PO12
21.	Weather derivatives, Commodity derivatives, Energy derivatives	Discussion and examples	Hull/ C25, C26	To understand and know various derivative instruments for credit risk, interest rate risk, weather L1	CO4	PO1 PO6 PO8 PO12
22.	Swaps: Interest rate swap	Discussion, examples, problem solving	Hull/ C7	To design & apply interest rate swap L2, L5	CO4	PO1 PO6 PO8 PO12
23.	Currency swap	Discussion, examples, problem solving	Hull/ C7	To design & apply currency swap L2, L5	CO4	PO1 PO6 PO8 PO12
24.	Revision	Revision		Revision		

Bloom's Taxonomy Levels: L1: Remember & understand, L2: Apply, L3: Analyse & synthesize, L4: Evaluate, L5: Create

Academic Integrity Policy

Students are expected to follow Rules of Conduct and Academic Behavior Standards as detailed in the Student Regulations. Failure to comply with these rules may result in disciplinary actions as stipulated in the Students Regulations.

Note: Copying and plagiarizing in any form for any of the evaluation components will result in zero marks.

Evaluation Components:

1 Surprise Quiz (2 x 10 = 20 marks)

There will be 2 quizzes of 10 marks each, which will be conducted before & after the mid-term examination respectively. Any student missing this component will not get a make up for this component under any circumstances.

2 Class Test Mid Term (20 marks)

Class Test will be a written examination on the portion of syllabus completed up to the middle of the trimester (Session No. 12).

3 Class participation (10 Marks)

This will be based on both the attendance and the involvement of the students in the classroom sessions. Marks awarded will be strictly based on the discretion of course-in-charge.

4 Project work (10 Marks)

Students will be divided in to groups of 3 each. Project topic will be announced in the class.

5 End Term Examination (40 Marks)

The End Term Examination would be based on the entire syllabus. It will be a written examination.

NOTE: No make-up will be granted to any student for missing any component of evaluation due to any reason whatsoever.



MANIPAL UNIVERSITY JAIPUR
Faculty of Management & Commerce

TAPMI School of
Business Course
Hand-out

Project & Infrastructure Finance | MB 2512 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Mr. Rahul Sharma | Class: V Trimester

- A. Introduction:** Projects financing and investment plays a vital role in success or failure of an organisation. The huge cost involved into the projects magnifies the risk as well as the rewards for an organisation. Decisions related to selection, appraisal, financing & monitoring plays a vital role in project & infrastructure finance keeping in view the cost of capital, objectives & risk appetite of an organisation.
- B. Course Outcomes:** At the end of the course, students will be able to,

[MB 2512.1]. Develop an understanding regarding the basic concepts of projects, various types of project, project viability techniques & RBI guidelines related to the projects financing.

[MB 2512.2]. Demonstrate a systematic understanding of the project financing methods.

[MB 2512.3]. Demonstrate a critical ability to analyse and structure project risks & prioritize the projects in case of different lifetimes, investment, financing & international projects.

[MB 2512.4]. Identify and analyse the various financing options available for project financing.

[MB 2512.5]. Estimate & evaluate the cash flow projections & cost of capital for the projects

C. Program Outcomes & Program Specific Outcomes

[PO.1] Apply appropriate technical tools in a managerial context. [PO.2] Articulate business context in terms of functional aspects. [PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyze and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

[PSO.1] N/A

[PSO.2] N/A

[PSO.3] N/A

D. Assessment Plan

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Class Participation	10
	In class Quizzes and Assignments , Activity feedbacks/Projects (Accumulated and Averaged)	50
	End Term Exam (Open/Close Book)	40
End Term Exam (Summative)	Total	100
	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Attendance (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Make up Assignments (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

Homework/ Assignment/ Activity Assignment (Formative)	Home/
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E. Syllabus:

Project Financing: Project financing framework; **Project Viability:** Project feasibility from various perspectives, Types of project risk; **Security Arrangements for Projects:** Need & types of security arrangements, supplemental credit support mechanisms; **Project Financing Plan:** General issues, estimating borrowing capacity of projects; **Public Private Partnerships:** Issues faced by the host government, types of PPP arrangement; **Estimating the Cost of Capital for a Project:** Various approaches towards estimation of cost of capital, portfolio approach to capital budgeting; **Special Decisions in Project Investments:** Projects with different lifetimes, investment and financing, international projects; **Financing of Projects:** Various sources of financing, financing methods from the market, various aspects of financing; **Infrastructure Projects:** Characteristics of infrastructure projects, parties involved, contracts involved, corporate governance issues, risks in private infrastructure projects; **Cash Flow Projections:** Estimation of project costs, deriving the operating cash flows, measuring the debt capacity of the project, measuring the rate of return to various types of investors; **Regulation:** RBI guidelines

F. Text Books:

T1 - Chandra. P., Projects – Planning, Analysis, Selection, Financing, Implementation & Review, 8th edition, McGraw Hill Education, 2014.

G. References:

C1 - Finnerty, J.D., Project Financing: Asset Based Financial Engineering, 3rd edition, Wiley, 2013

H. Lecture Plan:

Session No.	Topics	Session Outcomes (Bloom's Learning Level)	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1.	Introduction to Projects & Project Financing	L1,L2	Discussion examples & Q –A	MB 2512.1	Quiz, CP & Class Assessment
2.	Characteristics of Projects	L1,L2	Discussion examples & Q – A	MB 2512.1	Quiz, CP & Class Assessment
3	Project Viability	L1,L2	Discussion examples & Q – A	MB 2512.1	Quiz, CP & Class Assessment

4	Project feasibility from various perspectives	L4	Discussion examples & Q – A	MB 2512.1	Quiz, CP, Class Assessment & End Term
5	Types of project risk	L1,L2	Discussion examples & Q – A	MB 2512.3	Quiz, CP & Class Assessment
6	Need & types of security arrangements	L1,L2	Discussion examples & Q – A	MB 2512.1	Quiz, CP, Class Assessment & End Term
7	Supplemental credit support mechanisms	L3,L4	Discussion examples & Q – A	MB 2512.2	Quiz, CP, Class Assessment & End Term
8	General issues related to project financing plan	L1,L2	Discussion examples & Q – A	MB 2512.2	Quiz, CP, Class Assessment & End Term
9	Estimating borrowing capacity of the projects	L3,L4	Discussion examples & Q – A	MB 2512.2	Quiz, CP, Class Assessment & End Term
10	Issues faced by host government in public private partnership & types of public private partnership arrangement	L1,L2	Discussion examples & Q – A	MB 2512.3	Quiz, CP, Class Assessment & End Term
11	Various approaches for estimating cost of capital	L2,L3,L4	Discussion examples & Q – A	MB 2512.5	Quiz, CP, Class Assessment & End Term
12	Portfolio approach to capital budgeting	L1,L2		MB 2512.5	
13	Project with different lifetimes, investment & financing	L2,L3	Discussion examples & Q – A	MB 2512.3	Quiz, CP, Class Assessment & End Term

14	Decision for international projects	L1	Discussion examples & Q – A	MB 2512.3	Quiz, CP & Class Assessment
15	Various sources of project financing	L3, L4, L5	Discussion examples & Q – A	MB 2512.2	Quiz, CP, Class Assessment & End Term
16	Financing methods from the market for project financing	L3,L4	Discussion examples & Q – A	MB 2512.2	Quiz, CP, Class Assessment & End Term
17	Various aspects of financing related to a project	L5	Discussion examples & Q – A	MB 2512.2	Quiz, CP, Class Assessment & End Term
18	Characteristics of infrastructure projects	L1,L2	Discussion examples & Q – A	MB 2512.1	Quiz, CP, Class Assessment & End Term
19	Parties & contracts involved in	L1,L2	Discussion examples & Q – A	MB 2512.1	Quiz, CP, Class
	infrastructure projects				Assessment & End Term
20	Corporate governance issues & risks involved in private infrastructure projects	L3,L4	Discussion examples & Q – A	MB 2512.3	Quiz, CP, Class Assessment & End Term
21	Estimation of project cost	L3	Discussion examples & Q – A	MB 2512.5	Quiz, CP, Class Assessment & End Term
22	Deriving the operating cash flows	L3	Discussion examples & Q – A	MB 2512.5	Quiz, CP, Class Assessment & End Term

23	Measuring the debt capacity of the project & measuring the rates of return to various types of investors.	L4,L5	Discussion examples & Q – A	MB 2512.5	Quiz, CP, Class Assessment & End Term
24	RBI Guidelines & Review & Revision	L1,L2	Discussion examples & Q – A	MB 2512.1	Quiz, CP, Class Assessment & End Term

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES												CORRELATION WITH PROGRAM SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2512.1].	Develop an understanding regarding the basic concepts of projects, various types of project, project							2	2							

[illegible]



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business
Course Hand-out

International Business | MB 2515 | 3 Credits | 3 0 0 3

Session: Nov. 19 – Feb. 20 | Faculty: Dr. C Anirvinna | Class: MBA V Trimester (General Management Elective)

Introduction: The course is offered by TAPMI School of Business for 5th Trimester students of MBA program. International Business focuses on the elements and the motives for engaging in international business and various collaborative strategies that companies may use to engage in international business. It provides an overview of the unique problems faced by firms engaging in international activities; the importance of understanding the foreign economic, social, political, cultural, and legal environment; the mechanics of importing and exporting; joint venture, franchising, and subsidiaries, international dimensions of management, marketing and accounting, and international financial management.

D. Course Outcomes: At the end of the course, students will be able to,

[MB 2515.1]. Apply their understanding of what determines the success of firms with regard to competitive, corporate and organizational strategies in the global business environment.

[MB 2515.2]. Use their understanding of theories and conceptual frameworks that explain why and how firms internationalize.

[MB 2515.3]. Be familiar with the recent developments in the world trading system, and be able to critically analyze key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangements.

[MB 2515.4]. Develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade initiatives.

[MB 2515.5]. Develop and implement strategies to negotiate effectively within various cultural environments and to address the impact of cultural differences on an organization's workplace.

PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO 1]. Apply appropriate technical tools in a managerial context.

[PO 2]. Articulate business context in terms of functional aspects.

[PO 3]. Describe inter linkages among functional areas of an enterprise.

[PO 4]. Analyze and interpret the performance of an enterprise and its various functional unit.

[PO 5]. Articulate various concepts in management and demonstrate their application in specific business context.

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[PO 7]. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO 8]. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO 9]. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO 10]. Demonstrate the ability to envision the possible negative impact of corporate decision and suggest the correct decision(s) in the context.

[PO 11]. Describe the issues pertaining to leadership in a given context of an enterprise.

[PO 12]. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Quiz	20 (10*2)
	Assignment & Presentation	10 (5*2)
	Class Participation (Case discussion)	10
	Mid Term Exam	20
End Term Exam (Summative)	End Term Exam (Open/Close Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	
Make up Assignments (Formative)	Students who misses a class will have to report to the teacher about the absence. A makeup assignment on the topic taught on the day of absence will be given which has to be submitted within a week from the date of absence. No extensions will be given on this. The attendance for that particular day of absence will be marked blank, so that the student is not accounted for absence. These assignments are limited to a maximum of 5 throughout the entire semester.	
Homework/ Home Assignment/ Activity Assignment (Formative)	There are situations where a student may have to work in home, especially before a flipped classroom. Although these works are not graded with marks. However, a student is expected to participate and perform these assignments with full zeal since the activity/ flipped classroom participation by a student will be assessed and marks will be awarded.	

E. Syllabus:

International Business – Importance and Meaning, Nature and Scope, Current Trends, Challenges and Opportunities in International Trade, international strategies, International Market Entry Strategies and Globe Hex Model, International trade theories, FDI theories,

opportunities and problems for FDI in India, Indian organizations related to international trade, Trade blocks and their role in international business; **Multilateral trade bodies:** World Bank, IMF & UNCTAD; **WTO:** Importance and implication on India, Foreign Trade Policy of India, International monetary system, Balance of payment; **Structure of Forex Market:** Exchange rate determination Euro vs. US Dollar, Currency Crisis and Lessons, Segmenting the International Market, The International Product Life Cycle, Managing International Channels of Distribution, Advertising in Foreign Markets and Promoting Products abroad: Strategies for global markets; **Pricing:** Factors influencing international pricing, international price determination and transfer pricing; **HRM:** Managing the cross-cultural Workplace, Financing international operations.

F. Text Books:

T 1: Paul, Justin, International Business, 4th ed., PHI, 2009.

T 2: Adhikary, M. D., Global Business Management, Macmillan, 2001.

T 3: Cherunilam, Francis, International Business: Text and Cases, 5th ed., PHI, 2010.

G. References:

C 1: Shapiro, Alan C., Multinational Financial Management, 8th ed., John Wiley & Sons, 2006.

C 2: Ashwattappa, K. International Business, 4th ed., Tata McGraw Hill, 2009

C 3: Anant K. Sundaram and Stewart J. Black, D International Business Environment: The Text and Cases. Pearson, 1994.

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
	Introduction and Course Hand-out briefing	To acquaint and clear teachers expectations and understand student expectations	Lecture/Discussion	NA	NA
L1	International Business – Meaning, Current trends, Challenges and Opportunities	To explicate the concept of international business and delineate the motives for international business expansion.	Lecture/PP T	MB 2515.1	Quiz Mid term
L2	International Market Entry Strategies	To elaborate the decision making process for selecting the expansion modes for international business.	Lecture/PP T	MB 2515.2	Quiz Assignment End Term
L3	International Trade Theories	To explain various theories of international trade and their implication on international business.	Lecture/PP T	MB 2515.2	Quiz Mid Term

L4	FDI Theories and FDI in India.	To develop a conceptual understanding of the theories of FDI and patterns of FDI in India.	Case Analysis /PPT	MB 2515.2	Quiz Assignment Mid Term
L5	Trade blocks and their role in international business	To learn the types, structure and functioning mechanism of regional trading blocks.	Lecture/PP T	MB 2515.3	Quiz Assignment
L6	Multilateral trade bodies: World Bank & IMF	To learn the role of IMF and World bank in global monetary system.	Lecture/PP T	MB 2515.3	Quiz Assignment End term
L7	Multilateral trade bodies: UNCTAD	To understand the basic functioning of UNCTAD and its role in international business.	Lecture/PP T	MB 2515.3	Quiz
L8	WTO: Importance and implication on India	To elucidate the significance of WTO and evaluate it in Indian context.	Lecture/PP T	MB 2515.3	Quiz
L9	Foreign Trade Policy of India	To provide an overview of India's foreign trade policy and explain its significance in international business.	Case Analysis /PPT	MB 2515.3	Quiz End Term
L10	International monetary system	To understand exchange rate theories like PPP theory, past and present exchange rate systems.	Lecture/PP T	MB 2515.3	Quiz End term
L11	Structure of Forex Market and Exchange rate determination	To understand the basic nature of foreign exchange market and identify the factors that determine exchange rates.	Lecture/PP T	MB 2515.3	Quiz End term
L12	Euro vs. US Dollar	To understand the importance of euro and examine the trade invoicing process and its implications on exporters and importers.	Lecture/PP T	MB 2515.3	Quiz
L13	Currency Crisis and Lessons	To understand the nature and causes of previous currency crisis and suggest strategies and draw lessons for developing countries.	Case Analysis Lecture/PP T	MB 2515.3	Quiz
L14	International Marketing – market identification, segmentation	To explain the concept and framework of international marketing and understand segmentation, targeting in international context.	Lecture/PP T	MB 2515.4	Quiz Assignment End term

L15	The International Product Life Cycle (PLC)	To understand the theoretical framework on international PLC and its application to marketing to other countries.	Lecture/PP PPT, Case	MB 2515.4	Quiz Assignment End term
L16	International Channels of Distribution	To know the major players in international markets and understand the problems faced by the managers in establishing and managing international marketing channels.	Lecture/PP T	MB 2515.4	Quiz Assignment End term
L17	Advertising in Foreign Markets	To comprehend the tools for international marketing communication and analyse the factors influencing these decisions.	Lecture/PP T	MB 2515.4	Quiz Assignment
L18	International product promotion strategies	To have an understanding of conceptual framework for international product promotion.	Lecture/PP T	MB 2515.4	Quiz Assignment End Term
L19	International Pricing	To understand various pricing strategies in international business and examine the factors influencing pricing decisions.	Lecture/PP T	MB 2515.4	Quiz Assignment End term
L20	International Human Resource Management	To discuss strategic orientations and practices for international human resource management.	Lecture/PP T	MB 2515.5	Quiz Assignment End Term
L21	Financing international operations	To learn about the various modes of payment available in international trade and understand various alternatives for trade finance.	Lecture/PP T	MB 2515.1	Quiz End Term
L22	Project Presentation and Viva	Discuss the learning from term project	Lecture/PP T		End Term
L23	Project Presentation and Viva	Discuss the learning from term project	Lecture/PP T		End Term
L24	Project Presentation and Viva	Discuss the learning from term project	Lecture/PP T		End Term

I. Course Articulation Matrix: (Mapping of COs with POs and PSOs)

		CORRELATION WITH PROGRAM OUTCOMES	CORRELATION WITH PROGRAM
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CO	STATE MENT													SPECIFIC OUTCOMES		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
[MB 2515.1]								1	1					NA	NA	NA
[MB 2515.2]							1							NA	NA	NA
MB 2515.3]								3	3					NA	NA	NA
[MB 2515.4]						2							1	NA	NA	NA
[MB 2515.5]						2			2				1			

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce

Course Hand-out

Supply Chain Management | MB 2517 | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Rachna Gangwar | Class: V Trimester

Introduction: Supply chain management is a critical area for competitive advantage, based on the paradigm that organizing for smooth supply chain flows is far more important than functional expertise. Enhancing the supply chain perspective from across functions in an organization to across enterprises to across borders is the challenge. Effective logistics management involving transportation, storage and handling is an integral part of supply chain management.

This course focuses on the significance of supply chain management, issues in coordination, demand management, variety management, sourcing, information technology, logistics from both the perspective of the supply chain beneficiary and the service provider in a global context.

Course Outcomes: At the end of the course, students will be able to,

[MB 2204.1]. To understand the supply chain and logistics function and its relationship with the functions of production and marketing

[MB 2204.2]. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes

[MB 2517.3]. To help understand that marketing decisions are greatly linked with supply chain efficiency and there are implications of one on the other

[MB 2517.4]. To help the participants learn relevant quantitative techniques and computer applications to achieve more efficient logistics.

PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

[PO.1] Apply appropriate technical tools in a managerial context.

[PO.2] Articulate business context in terms of functional aspects.

[PO.3] Describe inter linkages among functional areas of an enterprise.

[PO.4] Analyse and interpret the performance of an enterprise and its various functional unit.

[PO.5] Articulate various concepts in management and demonstrate their application in specific business context.

[PO.6] Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

[PO.7] Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

[PO.8] Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

[PO.9] Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

[PO.10] Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.

[PO.11] Describe the issues pertaining to leadership in a given context of an enterprise.

[PO.12] Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Assessment Plan:

Criteria	Description	Maximum Marks
Internal Assessment (Summative)	Class Participation	10
	In-class Quizzes	20

	Assignments/Case Analysis	20
	Project	10
End Term Exam (Summative)	End Term Exam (Open Book)	40
	Total	100
Attendance (Formative)	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination. The allowance of 25% includes all types of leaves including medical leaves.	

E. Syllabus:

Introduction to Supply Chain Management, Supply Chain Management within organizations, Evolution of Supply Chain Management, Decisions in a Supply Chain, Supply Chain Performance in India, **Supply Chain Strategy and Performance Measures:** Make vs Buy decisions, Agile Supply Chain, Supply Chain Optimization, Supply Chain Integration, Supply Chain Restructuring. **Supply Chain Drivers and Metrics:** Facilities (Location, Capacity, Manufacturing Technology, and Warehousing), Inventory (Cycle Inventory, Safety Inventory, and Seasonal Inventory), Transportation (Truck, Rail, Ship, Pipeline, Route and Network Selection), Information (Push and Pull Process Information, Coordination and information sharing across various facilities in the supply chain, Forecasting, Aggregate Planning). **Design and development of a Supply Chain Network:** Designing Distribution Networks and Applications to e-Business, Network Design in the Supply Chain, Designing Global Supply Chain Networks. **Transportation decisions:** Mode choices, transportation cost vs inventory trade off, **Managing Information flow in Supply Chains:** Role of Forecasting, Quantitative Methods, Demand Forecasting in a Supply Chain, IT in Supply Chain Management. **Managing Cross-Functional Drivers in a Supply Chain:** Pricing and Revenue Management in a Supply Chain, Information Technology in a Supply Chain, Sustainability and the Supply Chain

F. Text Book:

T1 - Janat Shah. Supply Chain Management- Text and Cases, Pearson, 2016

G. References:

R1 - Narayan Rangaraj, G Raghuram, Mandyam M Srinivasan. Supply Chain Management for Competitive Advantage, The Mc Graw Hill, New Delhi, 2009

R2 - B S Sahay, "Supply Chain Management in the Twenty-First Century", Macmillan India Limited, New Delhi, 2000.

H. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
L1	Introduction and Significance of Logistics & Supply Chain Read: Chapter 1, An Overview of Supply Chain Management (R1)	To understand the basics of logistics and supply chain management and its role in business and economy	Lecture and discussions	MB2517.1	Quiz End term
L2-3	Supply Chain Strategy Reading: What is the Right Supply Chain for Your Product?	Understand different types and products and their supply chains	Lecture, discussions and exercises	MB2517.1	Quiz End term

L4-5	Supply Chain coordination Read: Chapter 2: Understanding supply Chain Dynamics (R1)	Understand Bullwhip Effect, Impact of Lead Times, demand uncertainty	Beer Game Simulation	MB2517.2	Quiz
L6	Inventory Management Cycle Stock, Safety Stock, Pipeline Inventory, Economic Order Quantity	To understand different types of inventory and inventory decisions	Exercises	MB2517.2	Quiz Assignment Project
L7	Risk Pooling Read: Chapter 2, Supply Chain Strategy and Performance Measures (T1)	To understand how supply chain strategy and firms performance can be aligned	Exercises	MB2517.4	Quiz Project End term
L8-9	Transportation Direct Shipping, Hub and Spoke, Milk Run, Cross Docking	Understand different types of transportation systems	Lecture and discussions	MB2517.2	Assignment
L10-12	Network Design: Facility Location Read: Chapter 6: Network Design and Operations (T1) Exercises using Excel Solver	To understand the impact of inventory pooling and transshipment strategies	Lecture and discussions	MB2517.4	Quiz Assignment
L13-14	Logistics Decisions: Upstream Interface Chapter 6: SCM Across Organizations: Upstream Interface (R1)	To understand the logistics challenges of one of the biggest steel plant in India	Lecture and discussions	MB2517.3	Quiz End term
L15-16	Logistics Decisions: Storage and Warehousing Case: Adani Agri Logistics Limited: Blocking the Grain Drain	Understand the decisions areas related to storage facilities and their locations	Lecture and discussions Case study	MB2517.3	Quiz End term
L17-18	Third Party Logistics Case: Airfreight Ltd	The role of third party logistics providers in the supply chain	Lecture and discussions Case study	MB2517.2	Quiz Project End term
L19	Reverse Logistics Case: Nokia India: Battery Recall Crisis	To understand issues in reverse logistics	Lecture and discussions Case study	MB2517.2	Quiz Assignment

L20	Cold Chain Supply Chains Case: Cold Chain Distribution Issues at Indo-Euro Pharma	To understand the impact of transferring demand information across the supply chain	Lecture, discussions and exercises	MB2517.3	Quiz Assignment
L21-22	Integrated Case Case: Laxmi Transformers	Apply all key concepts to solve the case	Case study	All	Quiz Assignment
L23-24	Project Presentations		Project	All	

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
[MB2 517.1]	To understand the supply chain and logistics function and its relationship with the functions of production and marketing	1	2	1	1								
[MB2 517.2]	To incorporate and learn the critical elements of Logistics and Supply Chain Management processes	2	3										
[MB2 517.3]	To help understand that marketing decisions are greatly linked with supply chain efficiency and there are implications of one on the other				1	2							
[MB2 517.4]	To help the participants learn relevant quantitative techniques and computer applications to achieve more efficient logistics.				1	2	1			1	1		

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Organizational Change and Development | **MB 2519** | 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Deepti Sharma Class: MBA V Trimester (HR Elective)

A. Course Perspective:

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organization development (OD) in various agencies, human service organizations, community organizations and other settings. Uncertainty, complexity and rapidly changing organizational environments create the necessity for organizations to respond to and effectively deal with turbulence and instability. The capability of an organization's human resources to adapt to such conditions, adopt and successfully use new practices, technologies and develop ways of performing organizational tasks is vital to proactive and sustainable human service organizations. Managing change and OD are essential to these processes. This course is designed to provide students with both the conceptual framework and the practical skills needed to design, implement and evaluate effective change and OD programs.

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.

PO 7. Describe the external environment faced by an enterprise and its implication to enterprise's present and future.

PO 8. Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.

PO 9. Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.

PO 10. Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.

PO 11. Describe the issues pertaining to leadership in a given context of an enterprise.

PO 12. Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand the major theories/perspectives concerning OD and Change.

CLO 2: To diagnose the need for organizational change and OD interventions.

CLO 3: To be able to formulate the strategies for organizational change and OD interventions.

CLO 4: Understand the challenges for Organization Development specialists and change agents.

D. Pedagogy

The pedagogy will be a mix of:

Lecture, Case Study, Presentation, Classroom Discussions, Readings, Activities, Novels, Movies.

Evaluation- Instructor led continuous evaluation

End term examination	40%
Mid Term	20%

Student Presentation	20%
Journal Making	10%
Assignment	10%

Alignment of COs & POs

(a) Evaluation Tools

Course Outcomes	Assignment/Journal	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

(b) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1	3			
PO 2			3	
PO 3		2		
PO 4		1		
PO 5			3	
PO 6		3		
PO 7				2
PO 8	2			
PO 9				1
PO10	3			
PO11	1			
PO12				

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

Co-relation between CO & PO is Medium and 1= the strength of correlation is Weak

F. Course outline

Introduction: Planned Organizational Change, Foundations of OD, Organizational Diagnosis, Feedback and OD, Future of OD. **Organizational Development:** Conceptual Framework of OD, History of OD, First order & Second order Change, Values, assumptions & beliefs in OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures; Managing the OD Process: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, diagnosis using the Six-box Organizational Model, the program management concept: phases of OD programs, Third Wave Consulting. **OD Interventions:** Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams), technical (structures, technologies, positions etc) & strategic interventions (techno structural) .The Action component: nature of OD intervention, analyzing discrepancies;. **Organizational Change:** Concept, Scope, Models and Theories of Planned Change, Force Field Analysis, Systems Theory, Normative Reduction Strategy, Resistance to Change: Individual Resistance, Organizational Resistance to change, Overcoming Resistance to Change. Approaches to Managing Organizational Change: Lewin's three- Step Model, Action Research, Change Agents: external and internal change agents, Skills, Knowledge and Style of change agents, Role of change agents in Effective Change; Emerging Issues in OD and Change Management.

G. Session Plan

S. No	Particulars	Pedagogy	Learning Outcomes
1	Introduction	Discussion	Introduce relevance & importance of course, context setting
2	Planned Organizational Change, Foundations of OD, Organizational Diagnosis, Feedback and OD, Future of OD	Discussion, Activity	Understand planned change as systematic, prudent change process
3	Organizational Development: Conceptual Framework of OD, History of OD, First order & Second order Change	Lecture, Experiential Exercise	Knowledge about evolution of field & basic change management frameworks
s4	Values, assumptions & beliefs in OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures	Ppt Self-Value Activity	Knowledge about values & beliefs.
5	Managing the OD Process: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes	Ppt Reading	Understanding about OD process & its sub components
6	Case study	Discussion	
7	Diagnosis using the Six-box Organizational Model, the program management concept: phases of OD programs, Third Wave Consulting	Lecture Readings	Will know about various diagnostic tools & techniques
8	OD Interventions: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching,	PPT Activity Readings	Will know about linking OD interventions to organizational strategy.

	counseling, training, behavioral modeling & mentoring)		
9	Group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams),	Lecture Activity	Knowledge about effective design of group OD interventions
10	Technical (structures, technologies, positions etc) & strategic interventions (techno structural)	Discussion Reading	Knowledge about varied portfolio of OD interventions
11	The Action component: nature of OD intervention, analyzing discrepancies;	Lecture Activity	Will know about implementing interventions
12	Case study	Discussion	Apply the theoretical & conceptual perspectives
13	Organizational Change: Concept, Scope, Models and Theories of Planned Change, Force Field Analysis, Systems Theory, Normative Reduction Strategy	PPT Reading	Knowledge about conceptual frameworks of change management
14	Presentation and Quiz		Apply the theoretical & conceptual perspectives
15	Resistance to Change: Individual Resistance, Organizational Resistance to change, Overcoming Resistance to Change.	PPT Activity Reading	Knowledge about why there is resistance to change
16	Approaches to Managing Organizational Change: Lewin's three-Step Model, Action Research,	Discussion Flipped Classroom	Knowledge about ensuring effective change management
17	Change Agents: external and internal change agents, Skills, Knowledge and Style of change agents,	PPT Activity Reading	To understand role of change agents & their attitude to change
18	Novel Analysis – Who Moved my Cheese	Flipped Classroom Good Reads	Apply the theoretical & conceptual perspectives
19	Role of change agents in Effective Change; Emerging Issues in OD and Change Management.	PPT	Get acquainted with role competency
20	Case study		Apply the theoretical & conceptual perspectives
21	Student Presentation		
22	Student Presentation		
23	Assignment		

REFERENCE BOOKS

- French & Bell, Organizational Development, Prentice Hall of India, 1999
- Gautam Vinay Sheel, Organizational Development, Vikas Pub. House 2001
- French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995
- Huse, FE and Cummings, T.C., Organisation Development and Change, West, New York, 1985.

Readings – HBR's best on Change Management

K. Expectations from Students:

1. Shall read the topics in advance before coming to the class
2. Shall participate in discussions
3. Shall be regular in the class (75% attendance)
4. Shall complete all the assignments in time
5. Shall work in team
6. Shall undertake field and real time projects
7. Shall be punctual in class
8. Classroom doors shall be closed after 5 min. of the start of the class.



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

Training and Development MB 252I [3 Credits] [3 0 0 3]

Session: Nov 19- Feb 20 | Faculty: Dr Aanyaa Chaudhary | Class: MBA Vth Trimester

A. Course Perspectives:

Employees are the asset for the organization. This is one of the resources which can provide a great source of competitive advantage to the organization. As in current scenario employees are real source of competitive advantage for an organization. In order to get the competitive advantage the employees need to be trained and developed as market demands.

This course will enable the students to understand the concept of Training and development. They will learn about different training techniques, implementation and evaluation of training. They will be able to apply the learned knowledge in practical in organization.

B. Division of the course into four Modules

The course is divided in five modules:

- 1. Employee Learning and Development**
- 2. Training and Development**
- 3. Training Need Analysis**
- 4. Designing of Training**
- 5. Implementing and Evaluation of Training.**

C. The Learning Outcomes: On completion of the course the participants shall be able to:

CO 1: Understand concepts of Training and Development of various skills and entrepreneurship and its relevance in an organization.

CO 2: Able to assess Training needs in an organization & establish training objectives

CO 3: Develop Training programs using training need assessment & Training concepts to develop competitive skills required in corporate.

CO 4: Identify & apply appropriate training methods based on training objectives.

CO 5: Design, organize & implement training programs effectively.

CO 6: Evaluate & determine effectiveness of the training programs conducted in the organization.

D. Programme Outcomes: The learnings and abilities or skills that a student would have developed at the end of two year MBA programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe interlinkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

E. Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, Presentation & Classroom discussions.

E. Evaluation- Instructor led continuous evaluation

Mid-term examination	20%
End term examination	40%
Quizzes	10%
Assignments/Project/Student presentation	15%
Term Project	15%

(i) Alignment/Mapping of COs & POs (Course Articulation Matrix)

(a) CO Mapping with Assessment tools

Course Outcomes	Quizzes	Assignment	Project	Mid Term	Term Project	End Term Exam
CO 2401.1	✓			✓		
CO 2401.2	✓			✓		
CO 2401.3		✓	✓	✓	✓	✓
CO 2401.4			✓		✓	✓

CO 2401.5					✓	✓
CO 2401.6					✓	✓

(b) Mapping /Alignment of COs with POs (Programme Articulation Matrix)

Programme Outcomes	CO2401.1	CO2401.2	CO2401.3	CO2401.4	CO2401.5	CO2401.6
PO 1		2				
PO 2						
PO 3			2	2		
PO 4		2				
PO 5	2				2	
PO 6						
PO 7		3				
PO 8		3				
PO 9						2
PO 10						
PO 11						
PO 12						

1= The strength of co-relation is weak, 2= strength of co-relation is medium, 3= strength of co-relation is strong

F. Course outline

Introduction to Employee Learning and Development in Organizations: Learning, the forces influencing working & learning, Adult learning; Theories of Adult Learning; the learning cycle, age influences on learning;

Training and Development: Concept & why training; Process of Training ; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

Training Need Analysis; types of need categories, training need identification models;

Training Design: Concepts and Models;

Key Areas of Organization: Training Implementation in organizations: Methods of Training; Types of training methods and choosing training methods. E-learning & use of technology in training, technology & multimedia, computer-based training;

Evaluation of Training; Overview of the evaluation process, evaluation designs, Models of Evaluation ; determining ROI, determining costs, measuring human capital & training activity;

Contemporary issues in Training & Development: Training and development initiatives of some selected companies from private and public sectors and MNCs. The future of learning & development.

G. Session Plan

S. No	Particulars	Reference Books	Pedagogy	Learning Outcomes	Bloom's Taxonomy
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					Levels of Learning
1	Introduction to Employee Learning and Development: Concept and overview Learning: concept	R1,R2,R3	Lecture & Discussion	CLO 1	L1 & L2
2	Forces influencing working & learning Adult learning Theories of Adult Learning	R1,R2,R3	Lecture & Discussion	CLO 1	L1 & L2
3	The learning cycle: Concept Age influences on learning: Pros and Cons	R2,R3	Lecture	CLO 1	L1 & L2
4	Training and Development: Concept & Overview Difference between Training and development, Linking training to organization strategy	R3	Lecture & Discussion	CLO 1	L1 & L2
5	Process of training, Pre-requisites for effective training & role of external agencies in training	R2, R3	Lecture	CLO 1	L1 & L2
6	Case Study-1		Discussion	CLO 1	L3
7	Training Need Analysis: Purpose, Steps & Methods	R4	Lecture	CLO 2	L1 & L2
8	Framework, Training Need Analysis & applying the framework to specific jobs, Determining training needs	R4	Lecture	CLO 2	L3
9	Training Design: Objectives, Constraints, Various Models Facilitation of Learning, Outcomes of Training Design	R4	Lecture & Discussion	CLO 3	L3 & L4
10	Methods of Training Choosing training methods	R2 ,R3	Lecture & Discussion	CLO 4	L4 & L5
11	E-learning & use of technology in training Technology & multimedia Computer-based training	R3	Lecture & Discussion	CLO 4	L2
12	Implementing Training : Issues & Challenges	R2,R3	Discussion	CLO 5	L4 & L5

13	Evaluation of Training: Overview of the evaluation process Models of Evaluation	R2,R3	Lecture & Discussion	CLO 6	L4 & L5
14	Case Study-2		Discussion	CLO 6	L6
15	Determining ROI and Cost Measuring human capital & training activity Contemporary issues in Training & Development and The future of learning & development	R2 R3	Lecture & Discussion	CLO 6	L4 & L5
16	Case study-3		Discussion	CO 3,CO 4, CO 5	L3,L4 & L5
17	Case study-4			CO-6	L5 & L6
18	Term Project Presentation			CO3,CO4	L3, L4
19	Term Project Presentation			CO5, CO6	L5 & L6
20	Term Project Presentation				

Level of learning according to Bloom's Taxonomy :

L1=Remember, L2=Understand, L3=Apply, L4 = Analyze, L5 = Evaluate, L6 = Create/Develop.

H. Term Project

Group Presentation on term project. Only two members in the group.CR to create group and share it with the faculty by the end of the 2nd week.

Objective: To get real world working knowledge about Training

Term project will include giving presentation on any Company with details about:

1) General

- a) Company profile(Business & product line)
- b) Company History
- c) Company employees
- d) Future plans of organization.

2) Identify training needs of employees in chosen organization

- a) Job Holder Analysis (For managerial or clerical)
- b) JD & JS
- c) Gap Analysis
- d) Training Need Identification

- e) Determine Training objective

3) Design training Programme

- a) Technique of training
- b) Training Module
- c) Training components/aspects
- d) Training for whom & numbers
- e) Training Calendar
- f) Purpose of training
- g) Training budget

4) Training execution

- a) Schedule
- b) Venue & infrastructure arrangement
- c) Approvals
- d) Communication

5) Evaluation of training

- a) Evaluation Design
- b) ROI on training
- c) Determining Effectiveness of training

Appropriate data should be included as desired.

I. Books:

- R1: Employee Training and Development – Raymond Noe
- R2: Every Trainers Handbook – Devendra Agochia
- R3 : Training and Development – S K Bhatia
- R4 : Effective Training-P.Nick Blanchard

J. Reference Websites:

- a) <http://hrcouncil.ca/>
- b) <http://strategichrinc.com/>
- c) <http://www.allencomm.com/>
- d) <http://www.managementstudyguide.com/>
- e) <http://managementhelp.org/>

K. Research Paper/ Additional Readings

- a) [Employees training and organizational performance: Mediation by employees performance](#)
SMH Naqvi, [MA Khan](#) – 2013

- b) [Empirical study of training and development as a tool for organizational performance: Case study of selected banks in Nigeria](#)
E Tsado, O Ajayi -2013
- c) [Organizational Success through Corporate Trainings: A Case Study of Hotel Industry of Pakistan](#)
AN Khattak, S Rehman...-2014
- d) Impact of Training and Development on Organizational Performance
Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan

L. Expectations from Students:

- 119. Shall read the topics in advance before coming to the class
- 120. Shall participate in discussions
- 121. Shall be regular in the class (75% attendance)
- 122. Shall complete all the assignments in time
- 123. Shall work in team
- 124. Shall undertake field and real time projects
- 125. Shall be punctual in class
- 126. Classroom doors shall be closed after 5 min. of the start of the class.

M. Attendance.

- A student with less than 75% attendance in this course will not be permitted to write the End Term Examination and will be awarded DT letter grade. Such a student will have to register in this course in the subsequent year to complete the course and appear in all evaluation component



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Competency Mapping| MB 2524| 3 Credits | 3 0 0 3

Session: Nov 19 – Feb 20 | Faculty: Dr Deepti Sharma Class: MBA V Trimester (HR Elective)

A. Course Perspective:

Employees are the asset for the organization. This is one of the resources which can provide a great source of competitive advantage to the organization. As in current scenario, performance of employees matters a lot for the organization to sustain. For better performance of an organization, competent employees are required. For having competent employees, appropriate recruitment has to be done, competency of people have to be matched, training needs to be provided to develop talent and to compete.

This course will enable the students to learn as how to do competency mapping, job analyses, forecasting, and career planning in an organization. Students will learn about process of recruitment and selection .They will be able to apply the learned knowledge in practical in organization.

B. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- PO 1.** Apply appropriate technical tools in a managerial context.
- PO 2.** Articulate business context in terms of functional aspects.
- PO 3.** Describe inter linkages among functional areas of an enterprise.
- PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.
- PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
- PO 10.** Demonstrate the ability to envision the possible negative impact of an corporate decision and suggest the correct decision(s) in the context.
- PO 11.** Describe the issues pertaining to leadership in a given context of an enterprise.
- PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

C. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

CLO 1: Understand about the competency and its types in an organization.
 CLO 2: Understanding the competency framework required in the organizations and developing competency based skills.
 CLO 3: Understanding design and implementation of competency model.
 CLO 4: Learning to design competency map and competency profiles

D.Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E.Evaluation- Instructor led continuous evaluation

End term examination	40%
Quizzes	20%
Student presentation /activity/ Role Play	30%
Class participation	10%

Alignment of COs & POs

(u) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓

(v) C O articulation Matrix

Programme outcomes	CO 1	CO 2	CO 3	CO 4
PO 1				3
PO 2	3			
PO 3		2		
PO 4			2	3
PO 5				
PO 6				
PO 7	2			
PO 8		3		
PO 9				2
PO10			2	
PO11	1			
PO12				

Note: 3= the strength of co-relation between PO & CO is High; 2= the strength of

Co-relation between CO & PO is Medium and 1= the strength of correlation is weak

F:Course outline:

Concept and definition of Role and competency, Characteristics of competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, History of competency, Types of competencies – generic/specific, threshold performance, and differentiating between technical, managerial and human skills; promoting a competency culture, Context and Relevance of competencies in modern organizations. Competencies Applications – Competency Frameworks (*competency management framework or competency model*), Competency Maps, and Competency Profiles. **Competency management framework/competency model:** Macro View of Competency management framework: strategic framework – linking HR processes to organizational strategy, competency framework – development of personal competency framework, Lancaster Model of managerial competencies, competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, , Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development ,competency mapping, integration of HR function.

Design and Implementation of competency model : Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise)

G.Session Plan

S. No	Particulars	Pedagogy	Learning Outcomes
1	Concept and definition of Role and competency, Characteristics of competency. -	Discussion	Will know about competency and characteristics
2	Competency versus competence, Performance versus competency; skills versus competency	Discussion	Knowledge about skill vs competency
3	History of competency, Types of competencies – generic/specific	Lecture	Knowledge about types of competency
s4	Threshold performance, and differentiating between technical, managerial and human skills; promoting a competency culture	ppt	Knowledge about various skills.
5	Context and Relevance of competencies in modern organizations	ppt	Understanding about relevance of competency in modern organization
6	Case study		
7	Competency management framework/competency model	lecture	Will know about competency management
8	Macro View of Competency management framework: strategic framework – linking HR processes to organizational strategy	PPT	Will know about linking HR processes to organizational strategy.
9	competency framework – development of personal competency framework	Lecture	Knowledge about developing personal competency
10	Competency modeling framework – developing a competency model	Discussion	Knowledge about competency model.

11	Lancaster Model of managerial competencies	Lecture	Will know about lancaster model of competency
12	Case study	Discussion	
13	Understanding job positions, Data collection instruments for job descriptions	PPT	Knowledge about data collection for job description
14	Student activity and Quiz		
15	Competency development	PPT	Knowledge about competency development
16	Competency mapping		Knowledge about competency mapping
17	Design and Implementation of competency model	PPT	To Impart Knowledge about Industrial Relations, concept and its relevance
18	Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven),		To know about core competencies and business competencies.
19	Role competencies (Role wise)	PPT	Get acquainted with role competency
20	Case study		
21	Student Presentation		
22	Student Presentation		
23	Quiz		

REFERENCE BOOKS

Seema Sanghi: 'Handbook of Competency Mapping', Sage Publication, 2016.

Ganesh Shermon: 'Competency based HRM'; Tata Mc Graw Hill; 2004.

Gareth Roberts: 'Recruitment and Selection: A Competency Approach', Cromwell Press, Wiltshire 1997

K.Expectations from Students:

127. Shall read the topics in advance before coming to the class
128. Shall participate in discussions
129. Shall be regular in the class (75% attendance)
130. Shall complete all the assignments in time
131. Shall work in team
132. Shall undertake field and real time projects
133. Shall be punctual in class
134. Classroom doors shall be closed after 5 min. of the start of the class.



Manipal University Jaipur

TAPMI School of Business

Guidelines for the Management Dissertation

MB2681

The Management Dissertation is spread over two trimesters (V and VI). A student is expected to work on the topic, to be decided in consultation with the faculty guide. It comprises two reports.

The first report needs to be submitted during the V trimester that of the second report during the VI trimester. The work should be original, independent and devoid of plagiarism. The student needs to be in touch with the faculty guide and show the progress of work at regular intervals without fail.

A. The Management Dissertation report should comprise the following

- Title
- Abstract
- Introduction
- Problem identification
- Review of literature
- Research Gap
- Objectives
- Methodology
- Analysis
- Conclusions
- References

B. The Course Learning Outcomes (CLO): On completion of the course the participants shall be able to:

- CLO1: To understand the problem(s) faced by an enterprise
- CLO2: To come up with alternatives and choose right solution which help in enhancing employability

C. Programme Outcomes: The learnings and abilities or skills that a students would have achieved at the end of the two years programme

- **PO 1.** Apply appropriate technical tools in a managerial context.
- **PO 2.** Articulate business context in terms of functional aspects.
- **PO 3.** Describe inter linkages among functional areas of an enterprise.
- **PO 4.** Analyze and interpret the performance of an enterprise and its various functional unit.

- **PO 5.** Articulate various concepts in management and demonstrate their application in specific business context.
- **PO 6.** Describe a problem faced by an enterprise and demonstrate the application of specific concepts(s) in that context.
- **PO 7.** Describe the external environment faced by an enterprise and its implication to enterprise's present and future.
- **PO 8.** Comprehend the linkages between an enterprise's external environment and its internal forces and demonstrate the ability to form a strategy and steps of its execution.
- **PO 9.** Describe a context of ethical dilemma and demonstrate the ability to articulate the right versus the wrong in the given context.
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- **PO 12.** Demonstrate the ability to take decisions as a leader of an enterprise in a given context, envision the consequence and demonstrate the will to face the consequences of the decision taken.

D. Pedagogy & Assessment

- A report form needs to be maintained.
- Adhere to the guidelines given.
- Constant touch with faculty guide.

	Assessment Task	Pedagogy	Course outcomes assessed	Assessment Type	Weight
1	Report writing & Research	Discussion and reporting	CLO1, CLO2	Review of Literature	20%
2	Research Project	Identification of problem of an enterprise or business entity	CLO1, CLO2	Problem identification and Objectives	20%
3	Research Project	Identifying the tools and analyse and draw meaningful and logical conclusions which can enhance the employability skills	CLO1, CLO2	Methodology Analysis and Findings and conclusions	20%
4	Dissertation Report writing	discussion	CLO1, CLO2	Interaction with the faculty	20%
5	Dissertation Report	Discussion	CLO1, CLO2	Presentation	20%

Programme outcomes	CO 2681.1	CO 2681.2
PO 1		3
PO 2	3	

PO 3		3
PO 4		3
PO 5	3	3
PO 6	3	
PO 7	3	
PO 8	3	
PO 9		
PO10		2
PO11	2	
PO12		3