



MANIPAL UNIVERSITY JAIPUR
Faculty of Management and Commerce
TAPMI School of Business

MBA-003

Programme 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.

M.B.A. Curriculum 2020


YEAR	FIRST TRIMESTER					SECOND TRIMESTER								
	Course Code	Course Name	L	T	P	C	Course Code	Course Name	L	T	P	C		
I	MB6101	Self-Development & Personal Growth	1	0	4	3	MB6201	Macro-Economic Environment	3	0	0	3		
	MB6102	Managerial Economics	3	0	0	3	MB6202	Management Accounting	3	0	0	3		
	MB6103	Accounting for Managers	3	0	0	3	MB6203	Operations Management	3	0	0	3		
	MB6104	Business Analysis & Decision Making	2	0	2	3	MB6204	Marketing Management – II	3	0	0	3		
	MB6105	Marketing Management – I	3	0	0	3	MB6205	Human Resource Management	3	0	0	3		
	MB6106	Organisation Behaviour	3	0	0	3	MB6206	Business Communication - II	0	0	2	1		
	MB6107	Business Communication - I	0	0	2	1	MB6207	Legal Aspects of Business	3	0	0	3		
			15	0	8	19			18	0	2	19		
		Total Contact Hours (L + T + P)	23						Total Contact Hours (L + T + P)	22				
		*1 class is of 1 Hour												
	THIRD TRIMESTER													
	MB6301	Business Research Methods	2	0	2	3								
	MB6302	Financial Management	3	0	0	3								
	MB6303	Entrepreneurship and New Venture Planning	3	0	0	3								
	MB6304	Strategic Management	3	0	0	3								
	MB6305	Information Management for Business	3	0	0	3								
	MB6306	Business Communication - III	0	0	2	1								
			14	0	4	16								
		Total Contact Hours (L + T + P)	18											


Director of Academic


29.10.2024.
Sankar Sen Sarkar
HOD, TSP

YEAR	FOURTH TRIMESTER						FIFTH TRIMESTER						
	Course Code	Course Name	L	T	P	C	Course Code	Course Name	L	T	P	C	
II	MB7470	Summer Internship	0	0	8	4	*** **	Electives (M / F/ HR)					
	*** **	Electives (M / F/ HR)					MB75XX	Elective - I				3	
	MB74XX	Elective - I				3	MB75XX	Elective - II				3	
	MB74XX	Elective - II				3	*** **	Other Electives					
	MB74XX	Elective - III				3	MB75XX	Elective - I				3	
	MB74XX	Elective - IV				3	MB75XX	Elective - II				3	
	MB74XX	Elective - V				3	MB75XX	Elective - III				3	
	*** **	Other Electives										15	
	MB74XX	Elective - I				3							
	MB74XX	Elective - II				3							
						25							
		Total Contact Hours (L + T + P) + E		25			Total Contact Hours (L + T + P) + E		15				
		*1 class is of 1 Hour											
		SIXTH TRIMESTER											
		MB7681	Dissertation	0	0	6	3						
	MB7640	Business Leadership	3	0	0	3							
	MB7641	Business Analytics	1	0	2	2							
			4	0	8	8							
	Total Contact Hours (L + T + P)		15										


Director, Academic


29.10.2021
Sankaran Sarkar
HOD, TSB

4 th Trimester Electives			5 th Trimester Electives		
S. No.	Course code	Marketing	S. No.	Course Code	Marketing
1	MB 7440	Consumer Behaviour	23	MB7540	Marketing Research
2	MB 7441	Sales Management	24	MB7541	Retail & Merchandise Management
3	MB 7442	Marketing Channels	25	MB7542	Strategic Marketing
4	MB 7443	Product and Brand Management	26	MB7543	Integrated Marketing Communication
5	MB 7444	Digital Marketing	27	MB7544	B 2 B Marketing
6	MB 7445	Services Marketing			Finance
		Finance	28	MB7545	International Financial Management
7	MB7446	Financial Statement Analysis and Corporate Valuation	29	MB7546	Financial Risk Management
8	MB7447	Financial Modelling	30	MB7547	Project & Infrastructure Finance
9	MB7448	Security Analysis and Portfolio Management	31	MB7548	Behavioral Finance
10	MB7449	Fixed Income Securities	32	MB7549	Technical Analysis
11	MB7450	Banking & Insurance			General Management
12	MB7451	Financial Services	33	MB7550	International Business
		General Management	34	MB7551	Environmental Management
13	MB7452	Project Management	35	MB 7552	Supply Chain Management
14	MB7453	Mergers & Acquisitions			Human Resource
15	MB7454	E- Business	36	MB 7553	Organization Change and Development
16	MB7455	Business Ethics and Corporate Governance	37	MB 7554	Labor Laws
		Human Resource	38	MB 7555	Training and Development
17	MB7456	Human Resource Planning	39	MB 7556	Industrial Relations
18	MB7457	Performance Management	40	MB 7557	Competency Mapping
19	MB7458	Compensation Management			
20	MB7459	HR Processes and Practices			
21	MB7460	HR Analytics			
22	MB7461	Recruitment and Selection			

Director Academics

29.10.2021
Dr Santoshan Sarkar
HOD, TSB

Trimester – I



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

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

Session: OCT . 20– DEC 20 | Faculty: Rahul Sharma Class: MBA I Trimester

MBA 2020-22

A. Introduction:

Environment is changing. Competition is tough. Technology is occupying most of the space in our life. Nature of work is changing. In this changing pace young managers need continuously refine themselves and see a better version of themselves every day. This is called for understanding of systematic and practice based principles of management. Therefore, when you make this active decision to begin your own journey of personal growth and development you've taken the first step towards a better and brighter future. Although, your journey is yours to travel alone, there are tools that can help you to get the most out of your life. Personal growth and development is a transformational process, in which improvements are made in your physical, emotional, intellectual, spiritual, social, and/or financial state.

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.
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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 Learn to understand self and others for individual effectiveness.

CO 2. Learn to work with and through others at work place.

CO 3. Able to understand Management skills and lead team effectively

CO 4 Able to think creatively and learn to handle and solve problem in unique and effective way.

CO 5 Learn to create impression during interaction with others (Effective communication, Power Dressing & Etiquette)

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%
Assignment	10%
Assignment	10%
Student presentation	10%

Alignment of COs & POs

(a) Evaluation Tools

Course Outcomes	Quizzes	Presentation	Assignments	End Term Exam
CO 1	✓	✓	✓	✓
CO 2	✓	✓	✓	✓
CO 3	✓	✓	✓	✓
CO 4	✓		✓	✓
CO5	✓		✓	✓

(b) C O articulation Matrix

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

MB6101 SELF-DEVELOPMENT & PERSONAL GROWTH [3 0 0 3]

Introduction to Managerial Skill: Concept Types and Importance. Developing Self Awareness. Key dimensions and self-awareness, important areas of self-awareness, diagnostic surveys, skill analysis and skill application. Communicating Supportively. Concept and Importance, coaching, counselling and consulting, eight principles of supportive communication, Effective Assertive communication, skill: Analysis, Practice and application. Managing Stress: Major elements of stress, Managing stress, eliminating stress, Situational stressors & anticipatory stressors, developing resilience, diagnostic surveys for managing stress, skill analysis practice and application. Solving Problems and Creativity: Steps in solving problems, limitations of the rationale problem solving models, creativity and innovation: concepts, models, processes, Blocks to creativity, diagnostic surveys for creative problem solving, analysis and practice of the skill. Interpersonal skills: Concept, types and importance, Using diagnostic (FIRO B) tools to assess skills, analysis and practice of interpersonal skills. Leadership Skills: Types of leadership, transformational leadership, Gaining power and influence, Strategies for gaining organizational power, transforming power into influence, Diagnostic surveys for assessing leadership skills, skill analysis, practice and application. Managing Conflict: Sources of management conflict, resolution styles of conflict, and diagnostic surveys of managing conflict, skill analysis, practice and application.

G.Session Plan

S. No	Particulars	Reference Book	Pedagogy	Session Learning Outcomes	Corresponding CO	Mode of Assessing the Outcome
1	Power of Introduction Knowing self and others Elevator Pitch	R2	Activity	Understanding How to introduce like a Manager	CO 1 CO 2	Assignment
2	Managerial Skill: Concept Types and Importance	R2	PPT, Lecture Discussion	Understanding concepts of Management skills, personal, group and organizational level	CO 1	Quiz Assignment Mid Term
3	Developing Self-awareness	R2	PPT Discussion	Understanding importance of self -awareness	CO 1	Quiz Assignment Mid Term
4	Key dimensions of self -awareness	R2	Case base PPT Discussion	Understanding of key dimensions of self – analysis – practice based	CO 1	Quiz Assignment Mid term
5	Important areas of Self Awareness – Johari Window	R2	PPT	Johari Window in practice and its relevance	CO 1	Quiz Assignment Mid term

6	Skill Analysis and skill applications: Communicating Supportively	R2	PPT	Why communication is key to be a successful manager	CO 1	Quiz Assignment Mid term
7	Understanding concept of Coaching, Counselling and Consulting	R2	Discussion , PPT, Role Play ,Vedio Etc	Understanding basic difference between the three concepts	CO 1, CO2, Co3	Quiz, Role play
8	Activity and role plays About Coaching and Consulting	R2	Discussion	Coaching, consulting and counselling in practice	CO 1 CO2	Quiz Assignment Mid term
9	Principles of supportive communication and assertive communication	R2	discussion	Understanding principles of supportive Comm.	CO1 CO 2 Co 3	Quiz Assignment End term
10	Case Analyses, and Case application	R2	Case practice role plays	Understanding through practice in the class	CO4	Quiz Assignment End term
11	Stress: Major elements of stress, managing stress, eliminating stress, Situational stressors & anticipatory stressors	R2	PPTs, discussion Practice	Understanding implications and impact of stress on individual performance	CO4	Quiz Assignment End term
12	Student Assignment through either case, role play	R2	Discussion PPT, Role Play	Class Exercise through instrument	CO 1 CO2	Role Plays and practice
13	Developing resilience, diagnostic surveys for managing stress	R2	PPTs Lecture & discussion	Understand concept of Resilience and its importance .	CO2	Quiz Assignment End term
14	Solving Problems and Creativity: Steps in solving problems	R2	PPTs and exercise discussion	Diagnosis of problems and practices creativity exercise	CO2	Quiz Assignment End term
15	limitations of the rationale problem solving models -	R2	PPTs and lecture, Discussion	Importance limitations of knowledge and	CO2	Quiz Assignment

			Case study	limitless imagination		End term
16	creativity and innovation: concepts, models, processes	R2	PPTs, lecture and case study	Understanding creativity and innovation concepts and practice with examples	CO 5	Quiz Assignment End term
17	Student Assignment through either case, role play	R2	Discussion , PPT, Role Play , Vedio Etc	Assignment analysis	CO 1 Co 2 CO3 Co 4	Assignment
18	Creativity process	R2	PPTs, practice and case	Understanding examples of creativity in organisations	CO 2 Co 3	Assignment
19	Blocks - creativity, diagnostic surveys for creative problem solving	R2	PPTs, and live examples & Discussion	Understanding self- creative personality through exercise	CO3 CO4	Quiz Assignment End term
20	Interpersonal skills: Concept, Role Plays	R2	PPTs, Lecture Discussion	Understanding importance of IPR in organizational life	CO5	Quiz Assignment End term
21	types and importance, using diagnostic (FIRO B) tools to assess skills	R2	PPTs, exercises and instruments	Understanding IPR through FIRO B outcomes	CO5	Quiz Assignment End term
22	analysis and practice of interpersonal skills. Leadership Skills	R2	PPTs, case discussion, exercise ,	Understanding importance of IPR and Leadership skills	CO5	Quiz Assignment End term
23	Types of leadership, transformational leadership, Gaining power and influence	R2	PPT & case study and exercise	Understanding success and leadership – personal, team and business leadership.	CO5	Quiz Assignment End term
24	Strategies for gaining organizational power	R2	PPT – case study and exercise	Understanding importance of power	CO5	Quiz Assignment End term

25	transforming power into influence, Diagnostic surveys for assessing leadership skills	R2	PPTs Class discussion and exercise	Understanding importance of influence and relationship with persuasion	CO 2 CO 3 CO 4	Assignment Role Plays End Term
26	Managing Conflict: Sources of management conflict	R2	PPTs, instruments case study Student presentations	Understanding conflict handling styles and managing conflicts	CO 2 CO3 CO 4	Quiz Assignment end term
27	Conflict Resolution styles of conflict.	R2	PPTs, case study, discussion	Resolution strategies Student presentation	CO 2 CO3 CO 4	Presentation Assignment
28	Student project presentation	R2	PPTs	Student presentation	CO 2 CO3 CO4	Presentation Assignment
29	Student project presentation	R2	PPTs	Student presentation	CO 2 CO3	Presentation Assignment
30	Evaluation & Feedback	R2	PPTs	Student presentation	CO 2 CO 3	Presentation Assignment

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	
1	Mid-term test	CO1, CO2, CO3	Descriptive test	20%	
2	Assignment analysis 1 Assignment Analysis 2	CO3, CO4	Individual Presentation	10% 10%	
3	Quiz 1	CO2, CO3, CO1	Multiple Choice	10%	
4	Final Presentation	CO1, CO2, CO3, CO4, CO5	Group activity	10%	

5	End term Examination	Final	CO1, CO2, CO3, CO4, CO5	Descriptive test	40%	
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Reference Books:

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



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: Oct20. – Dec 20 | 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.

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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: 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.

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

Midterm examination	20%
End term examination	40%
Quizzes	40%
Project	0%*
Class participation	0%*
Case Analysis	0%*

- **These components will be considered based up on the time and other factors**

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 (Bloom's Learning Level)	CLOs	PLOs
L1	Need for managerial economics , economic systems	1	Discussion	Scarcity, alternative uses and opportunity cost in decision making L1	CLO1	P05

L2	Law of demand, determinants and reasons for negative slope, movement and shift in demand curve.	2	Discussion Do Soaring Price and Mounting Demand in Indian Gold Market Speak of a Paradox	Fixing up of price using demand and supply	CLO3	P05
L3	Exceptions to law of demand		Real life examples	Demand and supply		
L4	Law of supply, Equilibrium between demand and supply, changes in equilibrium	1	Discussion	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	CLO3	P05
L7	Measurement of price elasticity of demand	3		Gives an idea how elasticity spreads among various	CLO3	P05

				goods/ services		
L8	Types of elasticity of demand			Income. Cross, promotion elasticity of demand		
L9	Consumer behaviour cardinal approach	2		Measuring of satisfaction of a consumer using cardinal approach L1	CLO2 & CLO4	PLO1
L10	Consumer behaviour ordinal approach and application	1		Measuring of satisfaction of a consumer using ordinal approach	CLO2& CLO4	PLO1
L11	Application of ordinal utility analysis			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, short run and long run costs	3		Determining cost of a product in	CLO5	PLO7

				short and long run		
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 equilibrium, price discrimination	3		How a single firm arrives at equilibrium?	CLO6	PLO7
L21	Monopolistic Competition, short and	3		How several firms producing differentiated products achieve short	CLO6	PLO7

				and long run equilibrium		
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:

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:

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

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

Session: Oct 20 – Dec 20 | 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 analyze 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 , Mid – Term 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/ Assignment/ Activity Assignment (Formative)	Home	

E. Syllabus:

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	L1	Discussion Examples & Q – A	MB 2103.1	Quiz, CP & Class Assessment

	concepts and principles.				
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,	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, Classroom Discussion,	MB 2103.3	Quiz, CP, Class Assessment & End Term
11 – 12	Comprehensive case on	L3	Joan Holtz (A) [Case 5-3]	MB 2103.1 MB 2103.2	Quiz, CP, Class

	Revenue Recognition				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, L5	Joan Holtz (B) [Case 6-4]	MB 2103.4	Quiz, CP, Class Assessment & End Term
18	Analysis of Financial Statements using Ratios	L4, L5, L6	Case Study, Class Room Discussion,	MB 2103.3	Quiz, CP, Class Assessment & End Term

	HBR Article – Ratio Analysis				
19	Learning Du-Pont analysis	L4, L5, L6	Class Room Discussion, Class Exercise	MB 2103.3	Quiz, CP, Class Assessment & End Term
19	Analyzing Inter-industry differences using ratio analysis	L4	Case Study, Classroom Discussion,	MB 2103.3	Quiz, CP, Class Assessment & End Term
20	Understanding Du – Pont analysis and assessment of companies with the help of Du- Pont analysis	L2, L3, L4, L5	Lecture, Classroom Discussion	MB 2103.3	Quiz, CP, Class Assessment & End Term
21	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
22	Understanding Cash Flow statement	L1, L2	Lecture, Classroom Discussion	MB 2103.2	Quiz, CP, Class Assessment & End Term
23	Preparation of Cash Flow Statement	L6	Class Exercise, Classroom Discussion	MB 2103.2	Quiz, CP, Class Assessment & End Term
24	Analysis of Cash Flow Statement	L4, L5	Class Exercise, Classroom Discussion	MB 2103.3	Quiz, CP, Class Assessment & End Term
25	Understanding Fund Flow Statement	L2, L4, L5	Class Lecture and Discussion	MB 2103.1	Quiz, CP, Class Assessment & End Term

26	Trend Analysis	L3, L4, L5	Class Lecture and Discussion	MB 2103.1 & MB 2103.3	Quiz, CP, Class Assessment & End Term
27	Analyzing Financial Statements	L3, L4	Case Study, Classroom Discussion,	MB 2103.3	Quiz, CP, Class Assessment & End Term
28	Analyzing Financial Statements	L3, L4	Case Study, Classroom Discussion,	MB 2103.3	Quiz, CP, Class Assessment & End Term
29	Window Dressing & Earning Analysis	L4, L5	Case – Peyton Enterprises [HBS:W16133-PDF-ENG]	MB 2103.5	Quiz, CP, Class Assessment & End Term
30	Window Dressing & Earning Analysis	L4, L5, L6	Case – Screen Microtech Inc.- [HBS:W16133-PDF-ENG]	MB 2103.5	Quiz, CP, Class Assessment & End Term
31	Revision class				
32	Revision class				

Bloom's Taxonomy

L1 – Remembering

L2 – Understanding

L3 – Applying

L4 – Analyzing

L5 – Evaluating

L6 – Creating

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

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											CORRELATION WITH PROGRAM SPECIFIC OUTCOMES			
		P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P O 12	PS O 1	PS O 2	PS O 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			3	2	2			3			2					

	accounting process.																	
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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

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

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

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

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 with examples	The students will be able to calculate the value of various measures of central tendency and suggest the solutions of the problems or numerical. (L2)	CO1	PO1	Quiz Mid Term Q & CP Term Project
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.	CO1	PO1 PO2	Quiz Mid Term Q & CP Term Project

				(L2 & L3)			
6	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
7	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
8	Discrete distributions – Binomial, Poisson,	R5 Page No. 194-210	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools &	The students will understand the discrete distribution and its various types and would be able to suggest the solutions of the	CO2	PO1 PO5 PO6	Quiz End Term Q & CP

			Analysis of decision with examples	problems or numerical based on discrete distributions. (L1, L2, L3 & L4)			
9	Continuous distributions – Uniform, Normal, Exponential,	R5 Page No. 226-253	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & Analysis of decision with examples	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 continuous distributions. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project
10	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
11	1 st Quiz,	T1, T2, R3, R5	MCQs, Fill in the blanks, usage of Statistical Tools and very short numerical	The students will be able to apply the statistical tools studied till now and analyse them and suggest the solutions of the problems or numerical. (L2 & L3)	CO1 CO2	PO1	Quiz
12	The normal distribution,	T1	Lecture, Discussion	The students will be aware about the	CO2	PO1	Quiz

	The central limit theorem, Confidence intervals for estimating population mean, population proportion,	Page No. 256, 257, 270-284, T2 Page No. 238-249, R5 Page No. 230-237, 290, 295	and Numerical with examples	normal distribution and understand the central limit theorem, confidence intervals and their uses & implications and suggest the solutions of the numerical. (L1, L2 & L3)		PO5	Mid Term Q & CP Term Project
13	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
14	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

15	t and F,	R5 Page No. 348-383, T2 Page No. 420-438	Lecture, Discussion, Numerical, Working on Spreadsheet & usage of Statistical Tools & DM with examples	The students will be able to understand the difference between t and F tests and suggest the solutions of the problems or numerical. (L1, L2, L3 & L4)	CO2	PO1 PO5 PO6	Quiz End Term Q & CP Term Project
16	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
17	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
18	Decision making under	R5	Lecture, Discussion,	The students will be able to take the	CO4	PO5	Quiz

	uncertainty & risk,	Page No. 738-748	Numerical, Working on Spreadsheet & usage of Statistical Tools & DM with examples	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)	CO5	PO6 PO9 PO10 PO12	End Term Q & CP Term Project
19	2 nd Quiz / Questions,	T1, T2, R3, R5, R2	MCQs, Fill in the blanks and very short numerical / Questions, Discussion & usage of Spreadsheet tools & Analysis of decision & DM with examples	The students will be able to apply different techniques, evaluate different situations & risk & hence, to analyse different matters / projects & suggest the solutions of problems or numerical. (L1, L2, L3 & L4)	CO1 CO2 CO3 CO4	PO1 PO2 PO3 PO4 PO6 PO10 PO12	Quiz / Q & CP
20	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

21	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
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
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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	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 Smita Sharma

MB 6105 , Term I of 2020-22 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, Chettiyars 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	<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	
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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
Case Studies	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 6105.1]			2	1	2	1	3			2		1		NA	NA	NA
[MB 6105.2]		2				2		3				1		NA	NA	NA
MB 6105.3]		2		1		2			3		1			NA	NA	NA
[MB 6105.4]		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 Behavior | MB 6106 | 3 Credits | 3 0 0 3

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	30	5 th & 8 th Week

	feedbacks (Accumulated and Averaged)		
	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	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment, Mid-

		organizational behaviour			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 behavior – Personality	Understand the concept, importance & role of personality in an individuals life.	Discussions, Class exercise & Q - A	MB 2106.1	Quiz, Class participation, Assignment, Mid-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,	Understand the concept of interpersonal relations &	Discussions, class exercise & Q – A	MB 2106.1	Quiz, Class participation, Assignment & End term exam

	transactional analysis				
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 –	Learn different theories of learning & their application in	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam

	Theories of learning	of 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 & it's 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,	Understand the leadership process & theories related to leadership.	Discussions, class exercise & Q – A	MB 2106.2	Quiz, Class participation, Assignment & End term exam

	processes & theories				
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, it's sources, types & ways of resolving conflicts	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation, Assignment & End term exam
25	Organization dynamics & environment – Models of environment construction.	Understand the different organizational models & their applicability in different environment.	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation, Assignment & End term exam
26	Organization dynamics & environment – Organizational power & politics	Learn the concept of organizational power & politics & their effective utilization.	Discussions, class exercise & Q – A	MB 2106.3	Quiz, Class participation, Assignment & End term exam
27	Organizational change management & –	Understand the concept of change & factors	Discussions, class exercise & Q – A	MB 2106.4	Quiz, Class participation, Assignment & End term exam

[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 | 1 Credit | 0 0 2 1

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.

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

[MB6107.1]. Write official communication meaningfully and correctly

[MB6107.2]. Prepare and deliver a professional presentation on a business topic

[MB6107.3]. Develop proficiency in MS office and PowerPoint

[MB6107.4]. Demonstrate an understanding of teamwork as it occurs in business situations

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:

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

G. 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
1-2	Introduction to Communication	Understanding various elements of communication	Lecture/ Class discussion	MB6107.1	End term
2-3-4	Introduction to Writing	How to write to the point and clearly	Lecture/ Class discussion /caselet	MB6107.1	End term
5-6-7	Writing official letters	How to write to the point and clearly	Written assignment by students and feedback	MB6107.1 and MB6107.3	Assignment End term
8-9-10-11	Preparing resume	How to write to the point and clearly	Class exercise	MB6107.1 and MB6107.3	Assignment
12-13-14	Presentation: Introduction, Body, skills	How to make effective presentations	Lecture/ Class discussion	MB6107.2 and MB6107.3	Assignments End term

15-18	Individual Presentation	Improve communication and body language	Presentation by students and feedback	MB6107.2 and MB6107.2	Assignment
19-24	Group Presentation	Develop collaborative skills	Presentation by students and feedback	MB6107.4	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
[MB6107.1]	Write official communication meaningfully and correctly	1	2	1	1	1	1						
[MB6107.2]	Prepare and deliver a professional presentation on a business topic	1	3	1	1	2							
[MB6107.3]	Develop proficiency in MS office and PowerPoint	3				1							
[MB6107.4]	Demonstrate an understanding of teamwork as it occurs in business situations				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

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

Session: Feb 2021 – May 2021 | Faculty: Dr Sankersan Sarkar | Class: III Trimester

- C. Introduction** – The course Financial Management is about financial decision making that happens in organizations. The financial decisions that happen within organizations broadly relate to investment, financing, liquidity management, profit allocation and, financial planning and control. This course would help us understand the various issues involved in the abovementioned decisions and apply the principles of financial decision making in the context of organizations.

The course is divided into the following modules:

- (a) Overview of financial management
- (b) Time value of money
- (c) Risk and return
- (d) Cost of capital
- (e) Capital budgeting
- (f) Leverage analysis
- (g) Fund raising
- (h) Capital structure & firm value
- (i) Dividend policy
- (j) 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
	Quiz-1	10
	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)	Attendance policy followed will be as per the University norms and as applicable to TAPMI School of Business (TSB)	

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 on 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 and 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 and 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 capital structure weights, marginal cost of capital	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 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 and 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 and firm value of MM Hypothesis	Discussions , Numerical Exercise & Q – A	T1/Ch.1 9	Understand the concept of capital structure, the impact of it on firm value.	CO1 CO5	PO1 PO6 PO8

				To understand & apply the theories of capital structure L1, L2		
20	Practice exercises, Capital structure decision of 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 mix by applying various tools L3	CO1 CO5	PO1 PO6 PO8
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 of Walter’s model, Gordon’s model & MM hypothesis. Practice exercise on 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 and 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 groups of 5 members each. Project topic will be announced in the class. Each group will be required to submit a Project Report on the prescribed topic before the deadline.

H. Text Book:

- T1: Financial Management Theory & Practice: Prasanna Chandra

I. Reference Books:

- R1: Principles of Corporate Finance: Brealey & Myers

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 (100% attendance)



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out **PROGRAMME – MBA**

ENTREPRENEURSHIP AND NEW VENTURE PLANNING (MB 2304)

FEB- MAY 2021

Instructor: Dr Purvi Parkee

E-Mail: purvi.parkee@jaipur.manipal.edu

A. Course 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.

B. 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.

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

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.

E. Session Plan

Session	Course Contents	Book Chapter/Reading/Case	Pedagogy	Learning Outcomes	C O	P O
Session 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
Session 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
Session 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.		
Session 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
Session 7	Legal Issues for the Entrepreneur	Chapter 6	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
Session 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.		
Session 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
Session 12 & 13	The Organizational Plan. Quiz 2	Chapters 9	Lecture	To identify the types of financing available.	C O 3	P O 2
Session 14	The Financial Plan	Chapter 10	Expert Lecture		C O 3	P O 4
Session 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
Session 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:
email ID:

Dr. Amit Jain
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MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

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

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

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
Continuous Assessment (Summative)	Quiz I (Close Book)	10
	Mid-term examination	20
	Project (Group)	20
	Class Discussion	10
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 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:

1. R. F. David, Strategic Management: Concepts and Cases, (12e), PHI, 2008.
2. HBS Press, HBR's 10 Must Reads on Strategy
3. J. Pearce, R. Robinson, A. Mital, Strategic Management: Formulation, Implementation and Control, (12e), McGraw Hill Education, 2017.
4. L. R. Jauch, R. Gupta, W. F. Glueck, Business Policy and Strategic Management, Frank Bros. & Co. Ltd., 2010.
5. T. L. Wheelen, J. D. Hunger, Concepts in Strategic Management and Business Policy, (12e), Pearson Education, 2010.

E. Lecture Plan:

Lec No	Topics	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
1	Basic concepts of Strategic Management	To acquaint and clear expectations-why studying strategic management has become important for business.	Lecture and Activity	2305.1	Quiz I End Term Exam

2,3	Conceptual Framework of Strategy	Genesis, concept and characteristics of Strategy, Policy versus Strategy, Porter's strategy. Mintzberg's 5 Ps	Lecture and Activity	2305.4	Quiz I Mid-term End Term Exam
4,5,6	Types of strategy	Levels of strategy, Strategic management model, initiation of strategy, strategic decision making	Lecture and Activity	2305.4	Quiz I Mid-term End Term Exam
7,8,9,10	Strategic tools	Techniques for analysis at corporate level: Experience Curve, SWOT analysis, BCG Matrix, GE-Nine Cell Matrix, Space Matrix, corporate parenting, scenario planning, stakeholder analysis	Lecture and Activity	2305.6	Quiz I Mid-term End Term Exam
11,12,13	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 Class Discussion End Term
14,15,6,17,18	Organizational Analysis and Competitive Advantage	Understand business model, value chain analysis, Internal Factors Analysis (IFA) Matrix and resource based approach towards organisation analysis. Concept of Competitive advantage, industry analysis (Porter's Five Forces Model),	Lecture and Case Discussion	2305.4	Project Class Discussion End Term
19,20,21,22	Strategy Formulation	Understand the framework of evaluating business strategy and corporate performance. Vision, Mission and Objectives: Process of developing a mission statement, Writing and Evaluating mission statement, Nature and characteristics of Objectives and Goals,	Lecture and Case Discussion	2305.4	Project Class Discussion End Term

		Long-term objective setting, developing strategic alternatives (TOWS matrix) and making strategic choice			
23,24,25,26	Corporate strategy	Growth strategy, stability strategy, retrenchment strategy; Business strategy: porter's generic strategies, cooperative and competitive strategies		2305.5	
27,28,29,30	Evaluation and Control	Understand the implication of strategic management on different functions of business. Strategy execution, preparing firm for strategy execution, strategic evaluation process and control mechanism for correction of deviations	Lecture, activity	2305.2	End Term

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

CO	STATEMENT	CORRELATION WITH PROGRAM OUTCOMES											
		P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P 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

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

Coordinator/Lecturer: : Dr.Sudhendar (sudhi) Rao
Office : B204
Email : sudhi9000@gmail.com
Phone : TBA
Consultation hours : (Appointment via email)

Course Description OF MB 6305 INFORMATION MANAGEMENT FOR BUSINESS

FEB 21- MAY 21

This course intends to provide a comprehensive understanding of concepts, architecture, and applications related to different Information Technology components in Business. Application of IT has changed its significance over the years. From being a competitive advantage, IT has turned into the blood in body of business, carrying information, the most vital component of business today to wherever needed, whenever needed. The course focuses on application of the basic components of Information Technology:

- Hardware and Software components,
- Database Technology and its evolution in application to Business
- System Architecture, Development and Implementation
- E-commerce and e-business,
- Enterprise Systems,
- Information Security and Assurance
- Emerging Trends - Cloud, BI/Big Data, Opensource/Freeware, Outsourcing, etc.
- Business aspects of IT – Financial, leveraging IT for competitiveness, etc
-

The load of the course is distributed between the class room sessions, real world project work and the skill building lab sessions. The course undertakes a participative workshop approach, and learning is facilitated through participative discussions.

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. Understand the technology foundation of information Systems.

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. Learn to leverage information systems to achieve business objectives

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 Understand emerging technologies that will profoundly influence the future of business and organizations.

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 the technology and implementation of information management strategies.

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

Course Materials

Most of the course material will be provided in the form of presentations, papers, reports & case studies. In addition students are encouraged to refer to the following books available in the library as required:

Sl. No	Books	Author
1	Information Technology for Management (7th Edition)	Henry C. Lucas, Jr.
2	Management Information Systems (Global Edition – latest)	Kenneth C Laudon
3	Management Information Systems 10e	James A O'Brein, George M
4	Cyber Security	Edward Amoroso
5	An introduction to Database Systems 8th Edition	C J Date
6	Service Management Operations, Strategy, Information Technology	James A Fitzsimmons
7	Information Technology: Law & Practice 3rd Edition	Vakul Sharma

Additional Course Material:

- **An Introduction to Database Systems (8th Edition) Paperback by C.J. Date.** – Online version available at:
http://mathcomp.uokufa.edu.iq/staff/kbs/file/2/An%20Introduction%20to%20Database%20Systems,%208th%20Edition,%20C%20J%20Date_4.pdf

Course Content–Tentative Lecture Schedule

Week	Topics Covered	Learning Delierable
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1	Introduction to Information System	<ul style="list-style-type: none"> • Introduction to Information Systems , brief history of IT, technical and organizational foundations of information systems • Basic concepts building blocks of IT. Hardware,software, etc.
<p>READINGS and ACTIVITIES</p> <p>ACTIVITY: Exploring the Hardware components of your organization</p>		

Week	Topics Covered	Learning Deliverables
2	Overview of IT infrastructure –key concepts	<ul style="list-style-type: none"> • networks, storage, security • Components of system development- development platforms
<p>READINGS and ACTIVITIES</p> <p>ACTIVITY: Identifying the key components of your organization's IT infrastructure</p>		

Week	Topics Covered	Learning Deliverables
3	Components of system development	<ul style="list-style-type: none"> • Databases – Relational DB, Entities & Relations, Data Modeling, Data Schema and SQL
<p>READINGS and ACTIVITIES</p> <p>ACTIVITY: Identify all the databases in your organization and their type</p>		

Week	Topics Covered	Learning Deliverables
4	Components of system development	<ul style="list-style-type: none"> • Components of system development- data analytics, Big Data, directories

		<ul style="list-style-type: none"> • System architecture of modern Information Systems – web system architecture
READINGS and ACTIVITIES		

Week	Topics Covered	Learning Deliverables
5	Introduction to enterprise systems	<ul style="list-style-type: none"> • ERP • Transaction Systems • CRM • Identity Management • Guest Lecture*
READINGS and ACTIVITIES		
ACTIVITY: Does your organization have an IAM?		

Week	Topics Covered	Learning Deliverables
6	eCommerce and eBusiness	<ul style="list-style-type: none"> • Leveraging online systems • IT Security – Security Architecture
READINGS and ACTIVITIES		
ACTIVITY: Use an existing eCommerce system – identify its strengths and weaknesses		

Week	Topics Covered	Learning Deliverables
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7	Systems Analysis and Design	<ul style="list-style-type: none"> • Analysis phase of systems development. Development life cycle • feasibility studies, analysis of user requirements, development of logical system models.
<p>READINGS and ACTIVITIES</p> <p>ACTIVITY: Does your organization have an IAM?</p>		

Week	Topics Covered	Learning Deliverables
8	Project Management and development	<ul style="list-style-type: none"> • software project management, integrating web and business environments • Software testing
<p>READINGS and ACTIVITIES</p> <p>ACTIVITY: Use an existing eCommerce system – identify its strengths and weaknesses</p>		

Week	Topics Covered	Learning Deliverables
9	Related Concepts and Technologies	<ul style="list-style-type: none"> • Implementation Challenges • IT and International Business • Emerging Trends – Cloud, Opensource/Freeware, etc
<p>READINGS and ACTIVITIES</p> <p>ACTIVITY: Identify the top 10 IT outsourcing companies</p>		

Week	Topics Covered	Learning Deliverables
10	Leveraging IS for competitiveness	<ul style="list-style-type: none"> • Case Studies to be provide later

READINGS and ACTIVITIES

READING: Case studies as suggested

Week	Topics Covered	Learning Deliverables
11	Project	<ul style="list-style-type: none"> • Submit Report • Project presentation
READINGS and ACTIVITIES		

Teaching Method/Pedagogy

The course will be taught using a combination of learning methods namely class discussions, case studies and presentations/guest lectures. Students are required to read and analyze the case studies thoroughly before coming to class. It is also expected that the students will revise course material that is covered in the previous lecture before coming to class. Students are strongly advised to attend all classes and lab sessions.

Software Tools

Please use tools such as PowerPoint for presentations.

For technical drawings such as IT Architecture, use of tools such as Visio or Pencil is encouraged.

Assignments and evaluation

Performance of students will be assessed throughout the course. The final grade will be arrived at according to the following contributions of elements of assessment:

Elements of Performance Assessment	Basis of Assessment	Contribution to Final Grade
1. 1 In-class quizzes	Individual	10%
2 Mid-Term exam	Individual	15%
3. ProjectReport+Presentation	Group	25%

4. Final Examination	Individual	40%
5. Class Diary	Individual	10%

1. In-class quiz (10%)

There will be two in-class quizzes of 30 minute duration Each quiz will include 30 multi-choice questions (0.5 points each).

2. Mid-Term Exam (15%)

The mid-term exam will comprise of a multi-choice questions part and a long format answer part

3. Project Report and Presentation (25%)

Students will be expected to work in groups on developing an IT plan applying learning from the course. Details of the project will be discussed during the course.

4. Final Examination (40%)

The final examination will be conducted at the end of the course The date for the final exam will be announced in the class.

Bonus: A bonus of up to 10% may be assigned based on productive class participation.

The Quizzes are aimed at evaluating the student's understanding of the basic concepts.

The class project and the final exam are aimed at evaluating how well the student/s can put together the concepts and aspects of Information Systems into a comprehensive solution.

Class Diary (10% marks) :

The class diary is intended to help the students crystallize the learning of each session into key mnemonic concepts and also help as a ready refresher before preparing for placement interviews and so on.

Each student, at the end of the day, is expected to write in a table the three most important concepts, ideas, components etc, learned in that day's sessions. The final diary will need to be submitted on the day of the exam. The diary will be evaluated for completeness and comprehensiveness.

NOTE:

The diary is NOT a copy of your class notes and jottings. It is a summary of what you understand in the class captured as three key points. Straight submissions of class notes will be graded at 0 (zero).

Grading system

As per MUJ CoE guidelines

Alignment of COs & POs

(e) Evaluation Tools

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

(f) C O articulation Matrix

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

Course Etiquette:

Details will be discussed in first session.

1. Academic Integrity: A no-tolerance policy will be implemented:

1. All material taken from the internet and other sources must be referenced diligently in your reports, etc. A failure to do so may result in a downgrade of up to one letter grade.
2. Any cheating or collaboration during the exams may result in a downgrade of up to two letter grades.

2. Common courtesies expected maintaining silence except for class participation, avoiding cross talk, and avoiding usage of mobiles and laptops.

3. A penalty of -1 mark will be applied if submissions whether on paper or an electronic file do not include the submitter's name as part of the file name or on the first page.

4. Grace period to enter the class – 10 minutes – however you can walk out after marking attendance

5. Dress code – same as MUJ dress code



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

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.

H. 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.

I. 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 III	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 /	To find out the elements of a good meeting.	Lecture/ Class discussion	MB6306.1 MB6306.2	Assignments End term

	Participating in a Meeting	To Prepare for a good meeting			
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	1	2	1	1	1	1				1	1	

	communication meaningfully for various purposes												
[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
Faculty of Management and Commerce

TAPMI School of Business
Course Hand-out

FinTech| MB 7559| 3 Credits | 3 0 0 3

Session: NOV 20– Feb 21 | Faculty: Dr Sudhender Hanumantha Rao Class: MBA V
Trimester (General Management)

A. Course Perspective:

This course would deal with the disruption in financial services domain caused by the technology. This course will provide a reasonable foundation in understanding and analyzing the hype of the FinTech landscape so that the student become more confident and persuasive in their ability to analyze and make recommendations to executives within the finance industry regarding how to react to these changes.

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: Develop a financial service management orientation

CLO 2: Understand mechanism of various financial services

CLO 3: Develop understanding of FinTech as a disruptors of financial services

CLO 4: Develop the skill to analyze and identify the technologies set to shape the future of financial services

CLO 5: Understand issues of using technology in providing services and the strategies to overcome those issues

Pedagogy

Pedagogy would include analysis of, and in-depth discussion involving a number of articles, reports and text material.

Evaluation

Course Code and Name	Component/Week	1st	2nd	3rd	4th	5th Week	6th	7th	8th	9th	10th Week	11&12th Week

MB 755 9 FT	C1 10 Quiz (2 quizzes of 5 marks each)							C1(5)		C4 (10)	
	C2 10 Class participation/ Case Discussion										
	C3 10 Individual Assignment										
	C4 10 Group Assignment -Project								C5, Mid Term (10)		
	C5 20 MID Term				C 1 (5)	C5, Mid Term (10)			C3 (10)		End-term exam (40)

Alignment of COs & POs

(a) Evaluation Tools

Course Outcomes	Quizzes	Presentation	End Term Exam
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓

(b) C O Articulation Matrix

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

PO 2	3	3			
PO 3		2	2		
PO 4		2			
PO 5	1	1			
PO 6	1		3	3	
PO 7			3		
PO 8			3		3
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 Weak

Reading Material

Relevant case, articles, reports and suggested readings from textbook.

Syllabus

Introduction to financial system, financial Services and macroeconomic Variables- Financial System, Financial Services, Payment Mechanism and Money,

Introduction to FinTech- Insights into the financial technology revolution and disruption. Understand the innovation and opportunities therein, How FinTech has changed the Banking System,

Insurance Services and InsurTech- Fundamentals of insurance — policy creation, underwriting, and claims management, InsurTech as a disruptor to the industry

Alternative Lending- P2p Lending and Crowd Sourcing,

Crypto-currencies and Blockchain – Understanding of Blockchain technology, its potential and application – overview of crypto currency,

Cyber Security- Understand issues of using technology in providing services and the strategies to overcome those issues

Detailed Session-wise Outline

Unit	Session	Topics*
I. Introduction to financial system, financial Services and Macroeconomic Variables	1.	Introduction to financial System Readings: - 1.Essential Reading-Chapter 1. Indian Financial System Introduction –an Introduction, Bharti Pathak, The Indian Financial System- Markets, Institutions and Services, 2E, Pearson Publication (Available in Library)
	2	2. Suggested Reading- Chapter 1. Comparing Financial Systems, Franklin Allen, Douglas Gale, Comparing Financial Systems, MIT Press (Available on Google Books)
	3	Introduction to Financial Services Readings: -
	4	Essential Reading-1. Chapter 1.Introduction, Book- Financial Services in India –Concept and Application, Kothari Rajesh, SAGE Publication (Available in Library) 2. Financial Services-An Overview, Siddaiah T, Pearson Publication((Available in Library)
	5	Macroeconomic Variables

II. Introduction to FinTech -Gain insights into the financial technology revolution and disruption. Understand the innovation and opportunities therein	6	Banking System & Payment Mechanism			
	7	FinTech- Introduction and Disruption			
	8	FinTech- Introduction and Disruption			
	9	FinTech- Introduction and Disruption ion			
III Insurtech	10	Insurance Service- Introduction and Mechanism			
	11	Insurtech			
	12	Insurtech			
	13	Mid-Term I			
IV. Alternative Lending	14	Alternative Lending- Introduction, Types			
	15	Crowd Sourcing			
	16	P2P Lending			
V Crypto-currencies and Block chain – Understanding of Block chain technology, its potential and	17	Understanding of Block chain technology, its potential and application – overview of crypto currency			
	18	Understanding of Block chain technology, its potential and application			

application – overview of crypto currency,		– overview of crypto currency			
	19	Understanding of Block chain technology, its potential and application – overview of crypto currency			
	20	Presentation (Individual)			
	21	Mid-Term II			
VI. Cyber Security	22	Cyber Security			
	23	Cyber Security			
Term Paper Presentation	24	Term Paper Presentation			

*Readings (Case/ Articles/Book chapters) will be shared with due course of time(before start of each unit/sub-unit)

REFERENCE BOOKS

- Pathak Bharti, The Indian Financial System- Markets, Institutions and Services, 2E, Pearson Publication William, Jacob, FinTech: The beginners guide to Financial Technology, 2016
- Christi, Susanne & Barberis, Janos, The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – (Wiley, 2016)
- Sironi, Paolo Fintech Innovation: From Robo-Advisors to Goal Based Investing and Gamification - (Wiley, 2016) Sing technology in providing services and the strategies to overcome those issue



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

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 entrepreneurial behavior.

D. Pedagogy

The course will involve the use of online Online Lectures, real time case studies and case discussions. Online 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/ Case Studies	20%
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	Refer ence	Pedagogy	Session Learning outcomes	COs	POs
1	Introduction to Consumer Behavior		Online Lecture and Discussion	Understand concept of consumer behavior	CO1	PO1 PO3 PO5 PO10 PO12
2	Consumer Behavior: Development, Interdisciplinary		Online Lecture and Discussion	Understand the various models	CO2	PO5 PO1

	Nature, Introduction to Model of consumer decision making; Nicosia model, Howard Sheth model, Belch model			and their applicability		PO3
3	Engel-Blackwell-Miniard model		Online Lecture and Discussion	Understand the models	CO3	PO1 PO2 PO3 PO5 PO6 PO8 PO11
4	Case Studies in consumer behavior		Online Online Lecture, case study Live Project and Discussion	Application of the various models	CO4	PO5 PO9
5	Case study in Consumer Behavior		Online Lecture and Discussion	Application of various theories of consumer behavior	CO5	PO5 PO7 PO10 PO12
6	Market Segmentation and Strategic Targeting		Online Online Lecture 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;		Online Lecture and Discussion	Strategical Planning of STP	CO1	PO1 PO2 PO3 PO5

8	Consumer Motivation Motivation as a psychological force, The dynamics of motivation		Online 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		Online Online Lecture Case study and Live Project Online Lecture and Discussion	Measurement of Motivation	CO4	PO1 PO2 PO3 PO5
10	Personality and Consumer Behaviour What is personality? Theories of personality, Personality and understanding consumer behavior		Online Lecture and Discussion	Expose students to concept of personality	CO1	PO1 PO2 PO5 PO12
11	Brand personality, Self and Self Image, Virtual Personality or self;		Online Lecture and Discussion	Familiarize with brand concepts	CO3	PO1 PO2 PO3 PO5
12	Consumer Perception Basics		Online Lecture and Discussion	Familiarize with basics of perception		PO5 PO8
13	Sensory dynamics of perception, Elements of perception, Consumer Imagery		Case study and Online Lecture Online Lecture and Discussion	Expose elements to of perception	CO2 CO4	PO1 PO2 PO3 PO6
14	Consumer Research Process		Online Lecture case study Online Lecture and Discussion	Comprehend the process of research	CO2 CO4	PO1 PO5 PO7

						P09
15	Steps and process of consumer behavior research, Qualitative and Quantitative Marketing Research Model		Online Lecture Case study Online 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		Online Lecture and Discussion	Expose students to basics and models of attitude	CO2 CO3	PO1 PO2 PO3 PO6
17	Attitude formation, Strategies of Attitude Change		Online 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		Online 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		Online Lecture and Discussion	Expose students to various SEC classifications	CO5 CO6	PO1 PO3 PO5 PO12
20	Influence of Culture on Consumer Behaviour		Online Lecture and Discussion	Analyze role of culture on behaviour	CO5	PO1 PO5 PO6 PO12
21	What is culture? Culture is learned, Culture is Dynamic		Online Lecture ,Live project case study Online	Understand cultural dynamics	CO6	PO1 PO5

			Lecture and Discussion			PO12
22	Cultural aspects of Emerging Markets		Online Lecture Case study Online Lecture and Discussion		CO6	PO1 PO6 PO12
23	Marketing Ethics and Social Responsibility Consumer Decision Making		Online Lecture case study live project Online Lecture and Discussion	Familiarize students to process of consumer decision making	CO6	PO1 PO5 PO12
24	Case Analysis		Online Lecture 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, CO6	PO8 PO12
26	Case Analysis		Discussion	Familiarize students with application of consumer behavior learnings	CO4, CO6	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	CO6	PO8 PO11

				behavior learnings		
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 online 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 online Online 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	Online Exam	20%	Week 5
2	Case Presentation	CO1, CO4, CO5	Group activity	20%	Week 4 and 6
3	Class Test	CO2, CO3, CO4,CO5	Descriptive test	20%	Week 8
4	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5	ePad Exam	40%	Week 12

H. Term Project Guidelines:

- The term project will be a group activity and the students must 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:

1. Shall read the topics in advance before attending the online class
2. Shall participate in discussions
3. Shall be regular in the online class (75% attendance)
4. Shall complete all the assignments in time
5. Shall undertake real time online projects
6. Shall be punctual in class
7. Online class window shall be closed after 10 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.

L. Faculty Details and meeting timings:

Dr Smita Sharma, Assistant Professor, TSB

Contact Hours: Monday to Friday, Time : 900 hrs to 1700 hrs

Email: smita.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

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:

1. Product and Brand Management
2. Brand Equity
3. Brand Positioning
4. Customer Based Brand Equity
5. Choosing Brand Elements to Build Brand Equity
6. Integrated Marketing Communication
7. Managing Brands over Time:
8. Leveraging Secondary Brand Associations to Build Brand Equity
9. Developing a Brand Equity Measurement and Management System
10. Measuring Sources of Brand Equity
11. 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 Online Lectures, real time case studies and case discussions. Online 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/Case Study	20%
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	Online Lectures and Discussion	Understand concept of Brand	CO1	PO1 PO2 PO3 PO6
2	Product Lines, portfolios and mix.	Keller & Kevin	Online Lectures and Discussion		CO2	PO1 PO2 PO3 PO6
3	Product Planning, Ansoff's Matrix, Product Launch Strategies	Keller & Kevin	Online Lectures, class exercises	Apply various	CO2	PO1 PO2 PO3 PO6
4	New Product Development, Conjoint analysis product design	Keller & Kevin	Online Lectures, discussion	Apply various	CO2	PO1 PO2 PO3 PO6
5	Packaging Decisions, Brands vs Products, Branding : Role , Scope and Advantages	Keller & Kevin	Online Lectures, discussion	Understand the parity relationships between	CO2	PO1 PO2 PO3 PO6
6	Types of Brands, Branding challenges and opportunities, Brand Equity	Sagar and Gupta	Online Lectures and Discussion	Understand brand types and challenges ahead	CO2	PO1 PO2 PO3

	Concept, Strategic Brand Management					PO6
7	Brand Knowledge, Sources of Brand Equity, Building a strong brand: Four steps of brand building, Creating customer value	Sagar and Gupta	Online Lectures and Discussion	Understand brand development	CO2	PO1 PO2 PO3 PO6
8	Establishing Brand Positioning, Positioning Guidelines, Brand Associations		Online Lectures & discussion	Understand & know the positioning guidelines	CO1	PO1 PO2 PO3 PO6
9	Brand Mantras, Internal Branding, Brand Audits		Online Lectures & discussion	Understand & know the internal branding	CO1	PO1 PO2 PO3 PO6
10	Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements,;;		Online Lectures & discussion	Understand & know the criteria to build brands	CO1	PO1 PO2 PO3 PO6
11	Options and tactics for brand elements		Online Lectures	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,		Online Lectures	Understand the market programs	CO2 CO4	PO1 PO2 PO3 PO6

14	Pricing strategy, Channel strategy		Online Lectures 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		Online Lectures and discussion	Understand marketing communicatio n	CO2 CO3	PO1 PO2 PO3 PO6
16	Developing IMC programs;		Online Lectures	Apply the concept of IMC	CO2 CO3	PO1 PO2 PO3 PO6
17	Leveraging Secondary Brand Associations to Build Brand Equity: Leveraging process		Online Lectures	Understand the framework of brand association	CO2 CO3	PO1 PO2 PO3 PO6
18	Country of Origin and other Geographic areas	Keller and Kevin	Online Lectures	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 Online Lectures	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, Online Lectures & discussion	Apply concept of brand value chain	CO5 CO6	PO1 PO3 PO6 PO12

21	Designing brand tracking studies		Online Lectures & discussion	Apply concept of brands to various product categories	CO5	PO1 PO3 PO6 PO12
22	Establishing a brand equity management system		Simulation case study project, Online Lectures & discussion	Understand & Apply various equity management systems	CO6	PO1 PO6 PO12
23	Measuring Sources of Brand Equity: Qualitative research techniques,	Kapferer	case study live project, Online Lectures & discussion	Understand & Apply various research techniques	CO6	PO1 PO6 PO12
24	Quantitative research techniques		case study live project, Online Lectures	Application of research	CO6	PO1 PO6 PO12
25	Comprehensive models of Consumer based brand equity		Online Lectures & discussion	Understand models of consumer equity	CO4	PO6 PO12
26	Managing Brands over Time: Reinforcing brands, Revitalizing brands, Adjustments to the brand portfolio.		case study live project Online Lectures & discussion	Understand brand management	CO6	PO5
27	Case Analysis		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	CO6	PO5

				time case studies		
29	Case Analysis		case study live project	Apply principles of brands to real time case studies	CO6	PO7
30	Case Analysis		case study live project	Apply principles of brands to real time case studies	CO6	PO6

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- 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

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Adopted Reference Style:

	Assessment Task	Course outcomes assessed	Assessment Type	Weight	Week Due
1.	Mid-term test	CO1, CO2, CO4	ePad Exam/MCQ	20%	Week 6
2	Case Presentation	CO1, CO3, CO5	Group activity	20%	Week 3 and 4
3	Class Test	CO2, CO4,CO5	Descriptive/MCQ Online test	20%	Week 4 and week 10
4	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5	ePad Exam/MCQ	40%	Week 12

J. Expectations from Students:

8. Shall read the topics in advance before coming to the class
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10. Shall be regular in the class (75% attendance)
11. Shall complete all the assignments in time
12. Shall undertake real time projects
13. Shall be punctual in class
14. Online Classroom shall be barred from joining after 10 min. of the start of the class.

K. Attendance.

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- 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 : 900 hrs to 1700 hrs

Email:smita.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management and Commerce Course
Hand-out

Supply Chain Management | MB 7552 | 3 Credits | 3 0 0 3

Session: Nov 20 – Feb 21 | Faculty: Dr. N.S. Bhati | 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.

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

[MB 7552.1]. To understand the supply chain and logistics function and its relationship with the functions of production and marketing

[MB 7552.2]. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes

[MB 7552.3]. To help understand that marketing decisions are greatly linked with supply chain efficiency and there are implications of one on the other.

[MB 7552.4]. To help the participants learn relevant quantitative techniques and computer applications to achieve more efficient logistics.

B. 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)	Mid Term Examination	20
	In-class Quizzes	30
	Assignments/Case Analysis	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 – Sunil Chopra and Dharam Vir kalra. Supply Chain Management- Text and Cases, Pearson, 2019.

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	To understand the basics of logistics and supply chain management and its role in business and economy	Lecture and discussions	MB7552.1	Quiz End term
L2-3	Evolution of Supply Chain and SCM Strategy	Understand different types and products and their supply chains	Lecture, discussions, and exercises	MB7552.1	Quiz End term

L4-5	Supply Chain Performance measures	Make vs Buy decisions, Agile Supply Chain, Supply Chain Optimization	Lecture, discussions, and exercises	MB7552.2	Quiz End term
L6-7	Supply Chain Integration, Supply Chain Restructuring	To discuss Supply Chain Integration and Supply Chain Restructuring	Lecture, discussions, and exercises	MB7552.2	Quiz End term
L8-9	Supply Chain Drivers and Metrics	To explain Location, Capacity, Manufacturing Technology, and Warehousing	Lecture, discussions, and exercises	MB7552.1	Quiz End term
L10	Inventory Management Cycle Stock, Safety Stock, Pipeline Inventory, Economic Order Quantity	To understand different types of inventory and inventory decisions	Lecture, discussions, and exercises	MB7552.2	Quiz End term
L11	Risk Pooling Read: Chapter 2, Supply Chain Strategy and Performance Measures (T1)	To understand how supply chain strategy and firm's performance can be aligned	Lecture, discussions, and exercises	MB7552.4	Quiz Project End term
L12-13	Supply chain drivers Transportation: Truck, Rail, Ship, Pipeline, Route and Network Selection),	Understand different types of transportation systems	Lecture, discussions, and exercises	MB7552.2	Quiz End term
L14-15	Supply chain drivers: Information	To understand Push and Pull Process Information, Coordination and	Lecture, discussions, and exercises	MB7552.2	Quiz End term

		information sharing			
L16-17	Network Design: Distribution network	Designing Distribution Networks and Applications to e-Business	Lecture, discussions, and exercises	MB7552.4	Quiz End term
L18-19	Logistics Decisions: Upstream Interface	To understand the logistics challenges of one of the biggest steel plant in India	Lecture, discussions, and exercises	MB7552.3	Quiz End term
L20-21	Logistics Decisions: Storage and Warehousing	Understand the decisions areas related to storage facilities	Lecture, discussions, and exercises	MB7552.3	Quiz End term
L 22-23	Managing Information flow in Supply Chains	Role of Forecasting, Quantitative Methods	Lecture, discussions, and exercises	MB7552.3	Quiz End term
L 24-25	IT in Supply Chain Management	To discuss the role of IT in SCM	Lecture, discussions, and exercises	MB7552.1	Quiz End term
L26-27	Cross-Functional Drivers in a Supply Chain	To discuss Pricing and Revenue Management in a Supply Chain	Lecture, discussions, and exercises	MB7552.5	Quiz End term
L28-30	Case Studies	To explain the concepts with the help of real situations	Lecture and discussions	MB7552.2	Quiz Project End term

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

[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 517.2]	To help understand that marketing decisions are greatly linked with supply chain efficiency and there are implications on one of the other				1	2							
MB2 517.2]	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

Business Leadership | MB 7640| 3 Credits | 3 0 0 3

Session: Feb 21 – May 21 | Faculty: Dr Smita Sharma Class: MBA VI Trimester

A. Course Perspective:

Leadership skills are crucial for any management role. Whether you have a large team or just got your first hire, leadership skills can help an individual lead the organization to success. To be successful every business leader needs to understand why and how leadership skills are so critical to organizational success and understand the strengths and weaknesses of various leadership styles, and gain insight into your own leader tendencies. It is essential to understand the various leadership styles and attributes.

Individuals will learn essential leadership skills, including how to inspire and motivate individuals, manage talent, influence without authority, and lead teams. There are various approaches to measuring performance and evaluating employees. In addition, you will learn how to develop and coach talent so that they can realize their full potential at work. Altogether, it will be a thorough understanding of the complete cycle of managing talent and creating a robust talent pipeline for your team and organization.

For any organization's success you need to learn about effective ways to build, develop, and sustain a power base in your organization. You will also learn influence tactics that enable you to be more persuasive and influential in working with your superiors, peers, and even subordinates. In addition, you will learn how to build and maintain high-quality relationships to further maximize your informal power and ability to influence others. Importantly, you will distinguish between influence and manipulation.

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

CO 1: Develop an understanding of the various leadership styles and attributes

CO 2: Evaluate the importance of leadership skills for organizational success for skill development.

CO 3: Application of own leadership skills to entice employability

D.Pedagogy

. The delivery of the course will be through the combination of the following techniques: -

- Coursera Online course
- Lectures
- Videos
- Presentations
- Classroom activities
- Discussions
- 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
(a) Internal (MOOC)	40 %
(b) Mid-Term Test	20 %
(c) End Term Exams	40 %

Alignment of COs & POs

(g) Evaluation Tools

Sr	Assessment Tools	CO 1	CO 2	CO 3
1.	Internal	✓	✓	
2.	Mid Term Exam	✓	✓	
3.	End Term Exam	✓	✓	✓

(h) C O / PO articulation Matrix

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

Leader Styles and Effectiveness: : Leadership theories styles, Attributes ,effectiveness, measurement, Negotiation techniques, conflict resolution, **Articulating Vision**, Decision making- Individual decision making, group decision making ,Strategy development, Change Management, relationship between leadership and power, Difference between management and leadership, Persuasion and influence, role of ethics and values in leadership. **Leading Teams:** Leading high performing teams, leading dysfunctional teams, resolving workplace conflicts, establishing work culture, , managing motivation , **Preparing for leadership role**, Assessing the current situation and a vision for future, developing strategy, a team and culture for success, Sustaining organization for challenges ahead

G. Session Plan

S. No.	Particulars	Pedagogy	Learning Outcomes	CO	PO
1	Leadership theories styles with Attributes Effectiveness and Measurement	Lecture / Classroom Discussion	L 1 & L 2	CO 1	PO 1
2	Negotiation techniques and Conflict resolution	Team games in group	L 2 & L 3	CO 1	PO 1
3	Articulating Vision with Decision making by Individual decision making, group decision making Strategy development	Lecture & Activity	L 1 & L 2	CO 1	PO 1
4	Change Management with Relationship between leadership and power Difference between management and leadership	Lecture, discussion, video & role play	L 1 & L 2	CO 1	PO 1
5	Persuasion and influence and Role of ethics and values in leadership	Discussion & Activity	L 2 & L 3	CO 1	PO 1
6	Leading teams for resolving workplace conflicts and Establishing work culture	Discussion & Activity	L3 & L4	CO 1	PO 1

7.	Preparing for leadership role of assessing the current situation and a vision for future, developing strategy	Lecture & Discussion, Project	L4 & L5	CO 1	PO 1
8.	A team and culture for success, Sustaining organization for challenges ahead	Assessment & Discussion	L3, L4 & L5	CO 2	PO 1

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

L2 = Application

L3 = Analysis and Synthesis

L4 = Evaluation

L5 = Creation

H.Books:

- Joseph Grenny), Kerry Patterson, David Maxfield, Ron McMillan 2013 Influencer: The New Science of Leading Change, Second Edition. McGraw-Hill Education; 2 edition 2013
- John Maxwell Developing the Leader within You. Thomas Nelson Publishing; 1 edition 2012
- John Maxwell . Becoming a Person of Influence: How to Positively Impact the Lives of Others. Thomas Nelson Inc; 2006 edition
- Daniel Goleman, Richard E. Boyatzis, Annie McKee. Primal Leadership: Learning to Lead With Emotional Intelligence. Harvard Business Review Press 2006

I.Expectations from Students:

15. Shall read the topics in advance before coming to the class
16. Shall participate in discussions
17. Shall be regular in the class (75% attendance)
18. Shall complete all the assignments in time
19. Shall work in team
20. Shall undertake field and real time projects
21. Shall be punctual in class

J.Faculty Details and meeting timings:

Dr Smita Sharma

Contact Hours: Monday to Friday 9:15-10:45pm

Email: smita.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

Training and Development MB 7554 [3 Credits] [3 0 0 3]

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. 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.

C. Course 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: 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 to entice employability.

CO 6: Evaluate & determine effectiveness of the training programs conducted in the organization.

D. The delivery of the course will be through the combination of the following techniques:

- Lectures
- Videos
- Presentations / Project
- Classroom activities
- Discussions
- 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

(d) Quizzes	20 %
(e) Class Participation	10 %
(f) Mid-Term Test	20 %
(g) Term Project	10 %
(h) End Term Exams	40 %

(ii) Alignment/Mapping of COs & POs (Course Articulation Matrix)

(a) CO Mapping with Assessment tools

Course Outcomes	Quizzes	Assignment	Project	Mid Term	End Term Exam
CO 2521.1	✓			✓	✓
CO 2521.2	✓			✓	✓
CO 2521.3		✓	✓	✓	✓
CO 2521.4			✓		✓
CO 2521.5			✓		✓

CO 2521.6			✓		✓
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(b) Mapping /Alignment of COs with POs (Programme Articulation Matrix)

Programme Outcomes	CO2521.1	CO2521.2	CO2521.3	CO2521.4	CO2521.5	CO2521.6
PO 1		2				
PO 2						
PO 3			2	2		
PO 4		2				
PO 5	2				2	
PO 6						
PO 7		3	3			
PO 8						
PO 9						
PO 10						2
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 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	Term Project Presentation			CO3,CO4	L3, L4
14	Term Project Presentation			CO5, CO6	L5 & L6
15	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

L. Expectations from Students:

22. Shall read the topics in advance before coming to the class
23. Shall participate in discussions
24. Shall be regular in the class (75% attendance)

25. Shall complete all the assignments in time
26. Shall work in team
27. Shall undertake field and real time projects
28. Shall be punctual in class
29. Classroom doors shall be closed after 5 min. of the start of the class.

M. Faculty Details and meeting timings:

Dr Aanyaa Chaudhary

Contact Hours: Monday to Friday 4-5 pm

Email: Aanyaa.chaudhary@jaipur.manipal.edu

MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business
Course Hand-out

International Business| MB 7551 | 3 Credits | 3 0 0 3

Session: Nov. 20 – Feb. 21 | 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.

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

[MB 7551.1]. Apply their understanding of what determines the success of firms with regard to competitive, corporate and organizational strategies in the global business environment.

[MB 7551.2]. Use their understanding of theories and conceptual frameworks that explain why and how firms internationalize.

[MB 7551.3]. 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 7551.4]. Develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade initiatives.

[MB 7551.5]. 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.

[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)
	Assignment & Presentation	10
	Project	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 7551.1	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 7551.2	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 7551.2	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 7551.2	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 7551.3	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 7551.3	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 7551.3	Quiz
L8	WTO: Importance and implication on India	To elucidate the significance of WTO and evaluate it in Indian context.	Lecture/PP T	MB 7551.3	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 7551.3	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 7551.3	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 7551.3	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 7551.3	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 7551.3	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 7551.4	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/ PPT, Case	MB 7551.4	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	Lecture/PP T	MB 7551.4	Quiz Assignment End term

		managing international marketing channels.			
L17	Advertising in Foreign Markets	To comprehend the tools for international marketing communication and analyse the factors influencing these decisions.	Lecture/PP T	MB 7551.4	Quiz Assignment
L18	International product promotion strategies	To have an understanding of conceptual framework for international product promotion.	Lecture/PP T	MB 7551.4	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 7551.4	Quiz Assignment End term
L20	International Human Resource Management	To discuss strategic orientations and practices for international human resource management.	Lecture/PP T	MB 7551.5	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 7555.6	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	STATEMENT													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 7551.1]								1	1					NA	NA	NA
[MB 7551.2]							1							NA	NA	NA
MB 7551.3]								3	3					NA	NA	NA
[MB 7551.4]						2							1	NA	NA	NA
[MB 7551.5]						2			2				1			

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

Dr C.Anirvinna

TAPMI School of Business



**MANIPAL UNIVERSITY
JAIPUR**

Faculty of Management & Commerce

PROGRAMME – MBA

MARKETING CHANNELS

(MB7442)

AUG, 2019 – NOVEMBER 2020

(40 sessions of 45 minutes each)

Instructor: Prof. Rajeev Tandon

Visiting Professor, TSB, MUJ

E-Mail: Rajeev.tandon@jaipur.manipal.edu

Name	Prof Rajeev Tandon
Email	Rajeev.tandon@jaipur.manipal.edu
Office Location	Cabin No.
Telephone	
Consultation Hours	16.30 – 17.30 (Tuesday and Thursday)

Student Responsibility

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document.

It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, the preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

COURSE PERSPECTIVE: In a world of fast evolving channels of distribution, where consumers often shop across multiple brick and mortar and ecommerce channels - the course provides insights and a road map of how companies have to continuously map, build and update , influence and align the channel value chain system and their Go to Market Strategy.

COURSE DESCRIPTION

Accelerating technological change, heightened competition and fast evolving customer needs and demands are upending traditional distribution channels and forcing companies to rethink how they reach their target markets. The course leverages the latest thinking and contemporary cases studies to provide an in depth framework to update a companies value chain and Route to Market Strategy including a review of the fast evolving ecommerce sector. The magnitude and speed of change demands a strategic perspective that views channel decisions as choices from an array of possible alternatives to provide the competitive edge to succeed subject to costs, investment and flexibility and the course explores these trade offs and gains in this process.

Course Modules:

The course is divided into the following modules:

- 13. Introduction, why channel decisions?**
- 14. Structure of channels – decisions, implications**
- 15. Channel stewardship**
- 16. Mapping Channel Strategy- the 4 forces framework**
- 17. Updating the channel value chain**
- 18. Aligning and influencing and motivating the channel value chain**
- 19. Handling pricing and product promotion issues**
- 20. Hard, soft power and channel conflicts**
- 21. E commerce – digital channel ecosystem and Omni channels**

Course Learning Outcomes

This course provides the student with :

CO1.An Understanding of the forces driving change, implications thereof and key design elements in channels of distribution.

CO2.Learnings on how to develop a framework for transforming a companies Route to Market Strategy around the key pillars of mapping channels of distribution, updating the channel value chain and aligning and influencing channel partners.

CO3.Understanding on how to evaluate advantages and tradeoffs around key decisions to be made in updating or transforming channels of distribution.

CO4.Learnings on how to building competitive advantage around distribution channels and manage channel conflicts.

CO5.Understanding how to handle product promotion and pricing issues,how to motivate channel members and channels for services and the role of franchisees.

CO6 A deeper understanding of the fast evolving ecommerce sector, the different models evolving, patterns of emergence, value stacks and supplier implications.

CO7.Learnings on case analysis skills

CO8 Learnings to acquire an ability to interact in groups and make individual or group presentations

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.

ASSESSMENT METHODS

Component	Weightage (%)
case discussion/assignment/class P	40
project	10
Quizzes on basics	10
End-Term Exam	40

INSTRUCTIONAL METHODS AND EXPECTATIONS

Course Outcomes	Quiz-1	Quiz-2	Case discussion	Term Project	End Term Exam	Class Participation
CO 7442.1	Y			Y		
CO 7442.2	Y	Y	Y	Y	Y	
CO 7442.3		Y	Y		Y	
CO 7442.4			Y		Y	
CO 7442.5			Y		Y	
CO 7442.6		Y			Y	
CO 7442.7			Y			Y
CO 7442.8			Y	Y		Y

Classroom activity will mainly consist of lectures and case discussions. Assignments and hands-on exercises will support the classroom discussions.

Pre-reading material prescribed for topics are essential background for the topic and need to be studied by students before the respective class.

GROUP ASSIGNMENTS:

CLASS PARTICIPATION:

Class attendance is required and there is no substitute for missed sessions. More than two absences will attract penalties in the class participation component of valuation. The institute policy on attendance will also be applicable during the duration of the course.

CONSULTATIONS

Please do not hesitate to consult with me for clarifications of course concepts and specific questions that will help your understanding of the material.

LESSON PLANS (Total of 30 hrs for 3.0 credit course)

Please note: Lesson plan for 3.0 credits with the details in four columns (i) Topic & Learning Objective, (ii) Readings, (iii) Class Method, i.e. lecture, case discussion, exercises, (iv) Assessments i.e. quiz, exam, section of project / term paper).

SESSION	TOPIC	READING CHAPTER/CASE STUDY	Pedagogy	NO. OF HRS	CO'S	
1	<ul style="list-style-type: none"> • Introduction: Why channel decisions • Flexibility- rigidity of channels • Forces driving change • Auchan Russia case study – negotiating power of channel partners 	Strategic Channel design : MIT	Lecture, discussion, mini case	1.5	CO1	
2	<ul style="list-style-type: none"> • Channel structures Multiple and Composite channels • Implications for channels – Vertical compression • Key design elements 	Strategic Channel design : MIT	Lecture, discussion,	1.5	CO1	

3	<ul style="list-style-type: none"> Class project presentations : Research on channel value chain of 5 industry types. 	Notes from classes 1 & 2	Project Lecture, discussion,	1.5	CO1/CO8	
4	<ul style="list-style-type: none"> Channel value chain /margins interactive Concept of Channel stewardship and 3 disciplines 	Read chapters 1&2 Developing and Managing Channels of distribution :HBS QUIZ1	Lecture, discussion, mini case	1.5	CO2	
5	<ul style="list-style-type: none"> Porter : 5 forces framework as applied to Channels Mapping the 4 forces impacting channel strategy Shopper case study Walmart :water filtration products 		Lecture, discussion,	1.5	CO2/CO3	
6	Case study : Mapping channels of distribution : Good Year Aqua Tread launch :HBS case study	Home assignment :Read the case study and	Case discussion	1.5	CO2/CO3/CO7	
7	Case study contd : Good year aqua tread		Case discussion	.45	CO2/CO3/CO7	
8	<ul style="list-style-type: none"> Building a Route to Market Strategy – updating the channel value chain. 7 step process 	Read : chapter 3 : Developing and Managing Channels of distribution :HBS	Lecture, discussion,	1.5	CO2/CO3	
9	<ul style="list-style-type: none"> Benchmarking competitive distribution Beta company in class case discussion on RTM 	Pre Read : Beta company case discussion	Mini case discussion Lecture, discussion, mini case	1.5	CO3/CO7	
10	Case study : Castrol India an innovative distribution system	Pre read castrol case		1.5	CO2/CO3/CO7	

			Case discussion			
11	Castrol case study contd			0.45	CO2/CO3/C O7	
12	<ul style="list-style-type: none"> Aligning and influencing the company value chain or RTM partners 	Read : chapter 4: Developing and Managing Channels of distribution :HBS	Lecture, discussion, mini case	1.5	CO2/CO3/ CO8	
13	Case study D light design : Marketing channels strategies in India	Read Dlight design case	Case discussion	1.5	CO2/CO3/ CO7	
14	<ul style="list-style-type: none"> Motivating channel partners 	Reading as advised	Lecture, discussion,	.45	CO5	
15	<ul style="list-style-type: none"> Handling product promotion and pricing issues 	Reading as advised	Lecture, discussion,	.45	CO5	
16	<ul style="list-style-type: none"> Hard/Soft power, goal setting ,channel conflicts 	Read : chapter 5: Developing and Managing Channels of distribution :HBS QUIZ 2	Lecture, discussion,	1.5	CO4	
17	<ul style="list-style-type: none"> Ecommerce and digital channel ecosystem Omni channel 	Read : chapter 6 : :HBS Developing and Managing Channels of distribution	Lecture, discussion,	1.5	CO6	

18	Case study Jabong ; balancing demands of suppliers and customers : channel conflict	Read case study Jabong	Case discussion	1.5	CO6/CO7	
19	<ul style="list-style-type: none"> • Blended ecommerce models • Patterns of emergence of digital retail • Value stacks and supplier implications 	Read : chapter 6 : Developing and Managing Channels of distribution :HBS	Lecture, discussion,	1.5	CO6	
	Marketing of services	Reading as advised	Lecture, discussion,	.45	CO4	
20	Course wrap up and revision			1.5		
21	Final exam			1.5		

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:

RECOMMENDED TEXT AND READINGS

1. Sales Force Design and Management, *Harvard Business Publishing, Doug J. Chung & Das Narayandas, Harvard Business School*
2. Developing & Managing Channels of Distribution, *Harvard Business Publishing, V. Kasturi Rangan, Harvard Business School*
3. Strategic Channel design - *MIT*

ADDITIONAL MATERIAL

1. Sales and Distribution Management (TPSS)– Tapan Panda, & Sunil Sahdev (Oxford) (Core)
2. Sales & Distribution Management- *Text & Cases* - Havaladar & Cavale (Tata McGraw Hill)
3. Marketing Channels (A Management View) - Bert Rosenbloom, The Drydon Press

Students are encouraged to use the library and the Internet for research to complete assignments.

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



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

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.

B. 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

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] 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	15
	Project	15
	Mid Term Exam	20
End Term Exam (Summative)	End Term Exam (Open Book)	40
	Total	100
Attendance	A minimum of 75% Attendance is required to be maintained by a student to be qualified for taking up the End Semester examination.	

(Formative)	The allowance of 25% includes all types of leaves including medical leaves.
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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 Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Mode of Assessing the Outcome
L1-2	Introduction to Operations Management	Understanding the operations	Lecture and discussions	MB2204.1	Quiz End term

		function and its relation with other business functions			
L3	Productivity and Competitiveness	Calculate and interpret productivity measures used for measuring competitiveness	Lecture, discussions and numerical exercises	MB2204.1	Quiz End term
L4	Operations and Supply Chain Strategy	Understand the importance operations and SCM to a firm's strategy	Lecture and discussions	MB2413.1	Quiz End term
L5	Process Analysis Capacity and bottlenecks, Load balancing,	Identify processes and nested processes in manufacturing	Process analysis exercises	MB2204.2	Quiz Assignment
L6	Process Analysis	Understand the	Reading: Introduction to	MB2204.2	Quiz

	Setup times and batches, Little's Law	concepts of capacity, line balancing and bottlenecks	Production analysis		Project End term
L7	Process Analysis	Understand different types of production processes	Layout analysis exercise	MB2204.2	Assignment
L8	Job Shop Operations Case study: Bayonne Packaging, Inc	Understand Job Shop operations	Case study	MB2204.2	Quiz Project End term
L9	Batch Production Case study: Dooly County Doughnuts	Learn about Batch Production operations	Case study	MB2204.2	Assignment
L10-11	Assembly line operations and Balancing Case study: Photo Op—Please Line Up	Learning assembly line operations for mass	Case study	MB2204.2	Assignment Layout analysis exercise

		producti on			
L12- 13	Assembly line operations and Balancing	Learning assembly line operation s for mass producti on	Plant Visit	MB2204.2	Quiz Project Assignment
L14- 15	Continuous Flow Operations	Understa nd continuo us flow operation s	Lecture, discussions and numerical exercises	MB2204.2	Quiz Assignment
L16	Demand Forecasting	Demand Patterns, Choosing the Type of Forecastin g technique	Lecture and discussions	MB2204.5	Quiz Project End term
L17	Demand Forecasting	Learn to use Moving Average, Exponenti al Smoothin g for forecastin g	Numerical exercises	MB2204.5	Assignment

L18	Inventory Management	Carry out ABC Analysis, Carrying Cost, Order Cost, Economic Order Quantity	Lecture and discussions	MB2204.4	Quiz Project End term
L19	Cycle Inventory, Safety Inventory, Pipeline Inventory	Understand how to make inventory decisions	Exercises	MB2204.4	Quiz Assignment
L20	Inventory Control Systems	Understand Continuous Review System and Periodic Review System	Lecture and discussions	MB2204.4	Quiz End term
L21-22	Material Requirement Planning	Understand Bill of Materials, independent and dependent demand systems, inputs	Lecture and discussions	MB2204.6	Quiz End term

		and outputs to an MRP system			
L23	Aggregate Production Planning	Learn the Concept of Aggregation	Lecture and discussions	MB2204.6	Quiz End term
L24	Demand and Capacity Options	Learn basic Strategies for Meeting Uneven demand (Chase, Level and Mixed)	Lecture and discussions	MB2204.6	Quiz Project End term
L25	Managing Quality	Understand Costs of Quality, Evaluating Performance, Acceptance Sampling	Lecture and discussions	MB2204.3	Quiz Assignment
L26	Quality Tools	Learn about process flow charts, cause and	Lecture, discussions and exercises	MB2204.3	Quiz End term

		effect diagram			
L27-28	Statistical Process Control	Learn to draw Control Charts for Variables and Attributes	Exercises	MB2204.3	Quiz Assignment
L29-30	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]	Apply basic inventory models to calculate order	3	2	2	1	2	1			1	1		2

2204.4]	quantity, related measures and annual cost of inventory												
[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

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

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

Session: NOV 20– FEB 21 | Faculty: Dr Purvi Pareek Class: MBA II Trimester

Credit: 3 units

Course Duration: 30 sessions of 45 minutes each

Course Code	Lecture Hall No.*	Days*	Time*
MB 6204			

* To be decided as per the Time Table

2a. Course Details

➤ Objectives are:

Enable the students in developing marketing strategies in different situations. Sensitise 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.

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]	Chapter21
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 of evaluation
1	Project & Presentation	20		3,4	2 Weeks from the date of evaluation
2	Class participation Market Analysis, Product Analysis, Case study and Simulation	10 (5 +5)		1	5 Marks for attendance and 5 Marks for Participation
3	Quiz Market Analysis, Product Analysis, Case study and Simulation	10		1,2	End of Each Imperative
4	Class Test	10		1,2,3	2 Weeks from the date of evaluation
5	Market Analysis, Product Analysis, Case study and Simulation se Discussion	10		1,2	2 Weeks from the date of evaluation
6	End Term Market Analysis, Product Analysis, Case study and Simulation	40		1,2,3,4	As per Univ. schedule

	Total	100			
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Component 1 – Project & Presentation (20 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 (10 marks)

Students will be evaluated on the basis of their attendance and their quantity and quality of class participation.

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



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 20– FEB 21 | Faculty: Dr Archana Poonia 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, 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

(a) Evaluation Tools

Course Outcomes	Quizzes	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	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 AND HRM	GarvyDessler, <i>Human Resource Management</i> , Pearson	discussion	Knowledge about HRD and HRM
3	Role and duties and 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	IR :Concept	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	To Impart Knowledge about Industrial Relations, concept and its relevance
19	Trade Union, Workers participation	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication		To know about Trade Union and Workers participation.
20	Grievance handling and discipline issue	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	Get acquainted with
21	Grievance handling and discipline issue	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	Get acquainted with
22	Compensation Concept and plans	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	To know about Compensation
23	Compensation :Concept and plans	Industrial Relation by PRN	PPT	To know about Compensation

		Sinha,Indu bala Sinha of pearson publication		
24	Compensation :Concept and plans	Industrial Relation by PRN Sinha,Indu bala Sinha of pearson publication	PPT	To know about Compensation
25	Revision			
26	Student Presentation			
27	Student Presentation			
28	Student Presentation			

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:

30. Shall read the topics in advance before coming to the class
31. Shall participate in discussions
32. Shall be regular in the class (75% attendance)
33. Shall complete all the assignments in time
34. Shall work in team
35. Shall undertake field and real time projects
36. Shall be punctual in class
37. 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



NIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Business Communication II | MB6206 |

Credits | 0 0 2 1 Session: Nov. 2020 – Feb. 2021 |

Faculty: Mr Rahul Sharma | 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
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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:

38. Shall read the topics in advance before coming to the class
39. Shall participate in discussions
40. Shall be regular in the class (75% attendance)
41. Shall complete all the assignments in time
42. Shall work in team
43. Shall undertake field and real time projects
44. Shall be punctual in class
45. 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

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

Session: Nov 20 – Feb 21 | Faculty: Dr. Shweta Mishra Class: MBA II Trimester

Contents

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A. **Course Perspective** –

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.

The course is divided into nine modules:

- (a) Indian Contract Act 1872,**
- (b) Sale of Goods Act 1930,**
- (c) Partnership Act 1932,**
- (d) Limited Liability Partnership Act 2008,**
- (e) Companies Act 2015,**
- (f) Consumer Protection Act 1986,**
- (g) Intellectual Property Rights**
- (h) Cyber Laws**
- (i) Right to Information Act, 2005**

B. **The Learning Outcomes** –

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

CO 1 - Understand the meaning of the terms agreement & contract and differentiate between the two. Learn the essential elements of a contract. Understand the various types of contract.

CO 2 -Will be able to differentiate between sale & agreement to sell and learn about the different aspects of Sales of Goods Act.

CO 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.

CO 4- Understand the concept of limited liability partnership and different concepts related to LLP.

CO -5 Develop an understanding about Companies Act 2015, types of companies and different issues related to Companies Act 2013.

CO 6- Learn about the different concepts of consumer protection act definition of consumer, defect and deficiency, consumer forums etc.

CO 7 - Understand intellectual property rights and their impact on business.

CO 8- Develop an understanding about Cyber laws and their implications.

CO 9- Learn about the Right to Information Act 2005 and its implications.

C. Course Outline

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**

D. Evaluation - Instructor led continuous evaluation

Quiz	30%
Attendance	10%
Mid – Term	20%
End-term examination	40%

E. SESSION PLAN

Session No.	Topics	Pedagogy	References	Learning Outcomes
1	Indian Contract Act 1872 – Introduction	Discussion, Q-A and Examples	T1, T2	Understand the evolution of Indian Contract act.
2	Indian Contract Act 1872 – Introduction	Discussion, Q-A and Examples	T1, T2	Understand the scope importance and features of Indian Contract act.
3	Indian Contract Act 1872 – Rules regarding offer & acceptance	Discussions & Lecture	T1, T2	Develop an understanding towards the offer and acceptance and the role of

				offer and acceptance in Indian Contract Act.
4	Indian Contract Act 1872 – Essentials of a valid contract	Discussions & Presentation	T1, T2, R1	Learn the different essentials of a valid contract their role in making an agreement a contract.
5	Indian Contract Act 1872 – Classification of contract	Discussions & Lecture	T1, T2, R1	Develop an understanding regarding different types of contracts.
6	Indian Contract Act 1872 – Classification of contract	Discussions & Lecture	T1, T2, R1	Develop an understanding regarding different types of contracts.
7	Indian Contract Act 1872 – Breach of contract.	Discussions & Lecture	T1, T2	Develop an understanding regarding breach of contracts and its implication.
8	Sale of Goods Act 1930 – Sale and agreement to sell, Quality of goods, Condition and Warranty.	Discussions & Lecture	T1, T2	Understand the meaning of sale and meaning of agreement to sell, quality of goods difference between condition and warranty.
9	Sale of Goods Act 1930 – Transfer of property, sale and transfer of ownership.	Discussions & Lecture	T1, T2	Understand the concept of transfer of property, sale and transfer of ownership.
10	Sale of Goods Act 1930 – Delivery of goods by seller, acceptance of delivery by buyer.	Discussions & Lecture	T1, T2	Develop an understanding related to delivery of goods by seller and acceptance of delivery by buyer.
11	Partnership Act – 1932 Formation of partnership, partnership agreement, unlimited liability.	Discussions & Lecture	T1, T2	Develop an understanding towards the concept of money market and capital market
12	Partnership Act – 1932 Rights and liabilities of individual partners, relationship with the third party.	Discussions & Lecture	T1, T2	Understand the nature, role and importance of money market

13	Partnership Act – 1932 Registration of the partnership firm, dissolution of the firm.	Discussions & Lecture	T1, T2	Understand the procedure of registration of the partnership firm and dissolution of the partnership firm.
14	LLP Act – 2008 – Concept of LLP, difference between partnership & company, registration of LLP.	Discussions & Lecture	T1, T2	Learn about the LLP's difference between partnership
15	LLP Act – 2008 – Liabilities of partners & Transferability of shares.	Discussions & Lecture	T1, T2	Develop an understanding towards limited liability partnerships, liability of their partners and transferability of the shares in LLP.
16	Companies act 2015 – Definition of companies, memorandum of association & articles of association.	Discussions & Lecture	T1	Student will develop an understanding about definition of companies, will develop an understanding about memorandum of association and articles of association.
17	Companies act 2015 – Types of companies	Discussions & Lecture	T1	Student will learn about the different types of companies that exist in today's business scenario.
18	Companies act 2015 – Board of directors, Principles of lifting corporate veil & doctrine of indoor management	Discussions	T1, T2	Student will develop an understanding towards board of directors, principles of lifting corporate veil & doctrine of indoor management.
19	Consumer Protection Act 1986 – Consumer goods, defect & deficiency. Unfair trade practices, consumer forums & procedure to approach consumer forums.	Discussions & Lecture	T1,	Develop an understanding regarding consumer goods, defect & deficiency, unfair trade practices, consumer forums & procedure to approach consumer forums.

20	Consumer Protection Act 1986 – Competition act & latest amendments to the act	Discussions & Lecture	T1, T2	Develop an understanding of the consumer protection act 1986 and will get to understand competition act and latest amendments to the consumer protection act.
21	Intellectual Property Rights – The Patent Act, 1970; The Copyright Act 1957.	Discussions & Lecture	T1, T2	Develop an understanding towards The Patent Act & The Copyright Act and understand its scope and implications.
22	Intellectual Property Rights – Trade Marks Act, 1999	Discussions & Lecture	T1, T2	Develop an understanding towards Trade Marks Act, 1999 and its implications.
23	Cyber laws	Discussions & Lecture	T1, T2	Learn the importance and impact of cyber laws related to business and its scope.
24	Right to Information act 2005	Discussions & Lecture	T1, T2	Understand a developing of right to information act its implications and scope.

Text Book:

- T1, Avtar Singh, Business Law, Eastern Book Company.
- T2, Tejpal Sheth, Business Law, Pearson.
- T3, M C Kuchhal, Mercantile Law, Vikas Publishing Ltd.

Expectations from Students:

- a. All students must be seated in the class within 2 minutes of the commencement of the session. The class room will be bolted from inside after this time period.
- b. You are expected to read all topics/cases etc before coming to the class.
- c. All are expected to participate actively in discussions that take place in the class room.
- d. You will have to maintain 100 % attendance in the class. Leave shall be granted only with prior permission for urgent & essential work only.

- e. You will submit all types of assignments within given time frame.
- f. You will work in team & contribute to the team functions.
- g. You will be asked to teach in your class.
- h. You will undertake field and real time projects.
- i. You will actively engage yourself in all activities of the TSB. Any absence will be dealt with separately according to the code of conduct.
- j. You will come in the class properly dressed and neatly trimmed hair.



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

BUSINESS RESEARCH METHOD (MB 6301)

Session: Feb 2021 – MAY 2021 | Faculty: Dr. Sushil K. D.

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.

D. 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 and 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	Lecture/PPT	MB 2302.2	Quiz Project End Term

		criteria for good measurement.			
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	Lecture/PPT	MB 2302.2	Quiz Project End Term

		observation techniques.			
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 experimental designs	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L17	Correlation	To compute the coefficient of correlation and understand its interpretation.	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L18	Simple Regression	To understand statistical inference coefficient of the regression model, and testing the overall model.	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L19	Introduction to Bi-variate	To understand the tools of bivariate data analysis and their uses.	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L20	Introduction to Multi-variate analyses	To understand the tools of multivariate data analysis and their uses.	Lecture/PPT/ Practical	MB 2302.3	Quiz Project End Term
L21	Research report writing and presentation of results	To understand the importance and organization of written research report.	Lecture/PPT	MB 2302.1 MB 2302.2 MB 2302.3 MB 2302.4	Project
L22	Research report writing and presentation of results	To understand the steps in report writing.	Lecture/PPT	MB 2302.1 MB 2302.2 MB 2302.3 MB 2302.4	Project

L23	Project Presentation and Viva	Discuss the learning from term project	Lecture/PPT	MB 2302.1 MB 2302.2 MB 2302.3 MB 2302.4	End Term
L24	Project Presentation and Viva	Discuss the learning from term project	Lecture/PPT	MB 2302.1 MB 2302.2 MB 2302.3 MB 2302.4	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 2302.1]			1	1		2	2	2						NA	NA	NA
[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

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Macro Economic Environment| MB 6202| 3 Credits | 3 0 0 3

Session: Nov 20 – Feb 21 | 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 polices 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 phrases of slow down, recession and depression and not to speak of boom

CLO5: Demonstrate the interrelationship among various macro-economic variables

CLO 6: Design polices 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	40%

ii)Alignment of Assessment tools to COs

(a) Evaluation Tools

Course Outcomes	Quiz	Mid Term	End Term Exam
CO 6202.1	✓	✓	✓
CO 6202.2	✓		✓
CO 6202.3	✓		✓
CO 6202.4	✓	✓	✓
CO 6202.5	✓	✓	✓
CO 6202.6	✓	✓	✓

(b) C O articulation Matrix

Programme outcomes	CO 6202.1	CO 6202.2	CO 6202.3	CO 6202.4	CO 6202.5	CO 6202.6
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		Stand and deliver	Understanding the subject and why	C01 & CO5	P05

	instruments of Macroeconomics			managers require a knowledge of macro economics		
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	CLO2	P01 & P02

				solution to the problem		
24	IS and LM	R1	Discussion	Understanding the good market through IS frame work in two, three and four sector	CLO3	P01& p02
25	IS and LM	R1	Lecture and Discussion	Understand the Money market through LM frame work in two three and four sector model	CLO3	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:

46. Shall read the topics in advance before coming to the class
47. Shall participate in discussions
48. Shall be regular in the class (75% attendance)
49. Shall complete all the assignments in time
50. Shall work in team
51. Shall undertake field and real time projects
52. Shall be punctual in class
53. 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: preferably in group at 5pm Monday-Friday

Email: anirvinnamuj@gmail.com



MANIPAL UNIVERSITY JAIPUR

TAPMI SCHOOL OF BUSINESS

Course: Management Accounting

Course Code: MB6202

Programme: MBA II Trimester :MBA 2020-22.

NOV 20-FEB 21

(30 Sessions - Each Session for 45 Minutes)

Faculty: Mr. Rahul Sharma

E Mail : rahul.sharma@jaipur.manipal.edu

- F. Course Perspective** – Business is changing rapidly, with a global market for goods & services and innovation in technology. 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. The goal of this subject is on using accounting information to help manage an organization. Students should learn to use and react to accounting information in a range of businesses.

The course is divided into seven modules:

- (a) Introduction to management accounting.
- (b) Product costing systems.

- (c) Financial planning & forecasting.
- (d) Cost volume profit analysis.
- (e) Absorption costing & variable costing.
- (f) Standard costing & variance analysis
- (g) Relevant cost & choice alternative decisions

G. 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.

H. The Course Outcomes (COs)- On completion of the course the participants shall be able to:

CO 2203.1: Develop an understanding towards management accounting, its concepts, changing role of management accounting in dynamic business environment, understand different types of costs and their implication in business decisions.

CO 2203.2: Student will be able to analyze and prepare different product costing systems, cost accumulation & demonstrate an application of relevant concepts in decision making.

CO 2203.3: Analyze & prepare the financial forecasting and financial planning of companies.

CO 2203.4: Apply the concept of cost-volume-profit analysis in decision making of single product and multi product situation.

CO 2203.5: Analyze and understand the difference between absorption costing & variable costing and use variance analysis as a tool for optimizing the organization performance.

CO 2203.6: Learn to make a choice out of different alternative decisions related to the operations of the organization.

I. Pedagogy:- The pedagogy would be the combination of the following techniques:

- Lectures
- Classroom activities
- Discussions
- Questions & answers
- Case study

J. 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

K. Evaluation - Instructor led continuous 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 |
|-----------------------------|------------------------------------|
| a. Quiz (7) | 40% (Surprise) |
| b. Mid-term examination | 20% (As per academic calendar) |
| c. End term examination | 40% (As per the academic calendar) |

(ii) Alignment of Assessment tools to COs

(i) Evaluation Tools

Course Outcomes	Quizzes	Mid Term	End Term Exam
CO 2203.1	✓	✓	✓
CO 2203.2	✓		✓
CO 2203.3	✓	✓	✓
CO 2203.4	✓	✓	✓
CO 2203.5	✓		✓
CO 2203.6	✓		✓

(j) C O articulation Matrix

Programme outcomes	CO 2203.1	CO 2203.2	CO 2203.3	CO 2203.4	CO 2203.5	CO 2203.6
PO 1		3	3	3	3	3
PO 2	3					

PO 3			3	3		
PO 4			3	3		
PO 5	3	3	3	3	3	3
PO 6		3	3	3	3	
PO 7				3		
PO 8						
PO 9						
PO10		3	3	3	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 Weak

L. SESSION PLAN

Session No.	Topics	Pedagogy	References	Learning Outcomes (Bloom's Learning Level)	CO
1.	Introduction to management accounting.	Discussion examples & Q – A		L1	CO 1
2.	Introduction to management accounting: Types of costs	Discussion examples & Q – A	T1	L1	CO 1
3.	Financial planning & forecasting – sales & production budget.	Discussion examples & Q – A	T1	L5	CO 3

4.	Financial planning & forecasting – purchase budget & flexible budget.	Discussion examples & Q – A	T1	L5	CO 3 CO 3
5.	Financial planning & forecasting – Cash budget	Discussion examples & Q – A	T1	L5	CO 3
6.	Financial planning & forecasting – Master budget	Discussion examples & Q – A	T1	L5	CO 3
7.	Case	Discussion examples & Q – A	T1,R1	L5	CO 3
8.	CVP analysis – Introduction to the concept & application.	Discussion & Class Exercise	T1	L2	CO 4
9.	CVP analysis – Application of concepts of CVP analysis in decision making.	Discussion, Q–A & Lectures	T1	L4	CO 4
10.	CVP analysis – Application to multi product and single product situations.	Discussion Lecture & Examples	T1	L4	CO 4
11.	CVP analysis – cost structures and sensitivity to volume changes.	Discussion & Class Exercise	T1	L4	CO 4
12.	Case	Discussion & Class Exercise	T1,R1	L4	CO 4

13.	Introduction to different product costing systems – Job order costing introduction & application.	Lecture, discussion & examples	T1	L2	CO 2
14.	Introduction – process costing system	Lecture, discussion & examples	T1	L1	CO 2
15.	Understanding process costing – illustration of process costing method.	Lecture, discussion, Q-A & examples	T1	L2	CO 2
16.	Process costing – concept of equivalent units	Discussion, Q-A & Class Exercise	T1	L2	CO 2
17.	Case	Lecture Discussions & Q – A	T1,R1	L3	CO 2
18.	Introduction to variable costing method understanding difference between absorption costing and variable costing techniques	Discussions, Class Exercise & Q – A	T1	L1	CLO 2
19.	Preparing income statement under absorption costing & variable costing.	Lecture, discussion & class exercise	T1	L4,L5	CO 5
20.	Reconciling income statements under absorption costing & variable costing	Lecture, discussion & Q – A	T1	L3	CO 5

21.	Case	Lecture, Discussion & Q-A	T1,R1	L4	CO 5
22.	Standard costing & variance analysis – Introduction	Discussion & Class Exercise	T1	L1,L4	CO 5
23.	Standard costing & variance analysis – Application	Lecture, discussion, Q-A & examples	T1	L2,L4	CO 5
24.	Standard costing & variance analysis – analysis	Discussion, Q-A & Class Exercise	T1	L3,L4	CO 5
25.	Case	Discussion, Q-A	T1,R1	L3,L4	CO 5
26.	Relevant cost & choice alternative decisions – Introduction	Lecture, discussion & examples	T1	L1	CO 6
27.	Relevant cost & choice alternative decisions – Product decision: Making special order & continue or shut down decision. Problems	Discussion & Class Exercise	T1	L2, L3 & L4	CO 6
28.	Relevant cost & choice alternative decisions – product decision: joint product decision & make or buy decision	Discussion & Class Exercise	T1	L2,L3 & L4	CO 6

29.	Relevant cost & choice alternative decisions – product decision: joint product decision & product mix decision	Lecture, Discussion & Q-A	T1	L2,L3 & L4	CO 6
30.	Case		T1,R1	L3,L4	CO 6

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

L2 =apply

L3 = Analysis and synthesis

L4 = Evaluate

L5 = Create

H.Text Book:

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

I.Reference Books:

1. Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (13th Edition), Tata McGraw-Hill Companies
2. Financial Accounting – A Managerial Perspective by R. Narayanaswamy (6th Edition), PHI Learning
3. Indian Accounting Standards (Ind AS) & IFRSs for Finance Executives by T.P Ghosh (2nd Edition), Taxmann Publications Pvt Ltd
4. Charles T. Horngren , Srikant M. Datar and Madhav V. Rajan (2011), *Cost Accounting – A Managerial Emplasis (15th edition), Pearson*

J. Expectations from Students:

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

Faculty Details:

Rahul Sharma

e-mail: rahul.sharma@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

B2B Marketing | **MB 7545** | 3 Credits | **2023**

Session: Nov 2020 to feb 2021 | Faculty: Dr Purvi Pareek | Class: V
Semester (Program Elective)

A. Course Objective

The basic objective of this course is to develop an understanding about the B2B process of buying behaviour and its marketing of firms. The course will familiarize students with B2B Marketing and Inter-organizational relationships and networks. The course also exposes students to the Industrial networks, Planning process and supply/demand chain management.

Course Modules:

The course is divided into the following modules:

1. Introduction to B2B Marketing
2. Organizational buying behavior contexts
3. Inter-organizational relationships and networks
4. Business Marketing Planning
5. Business Marketing Programmes
6. B2B Simulation

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 business marketing strategies in a managerial context.

PO 2. Articulate business process in buying.

PO 3. Describe Inter-organizational relationships and networks.

PO 4. Analyse and interpret the business market and plan accordingly for the sales of business products.

PO 5. Articulate various concepts in business marketing and demonstrate their application.

PO 6. Demonstrate the ability to take decisions when faced with any critical situation in Business-to-business Marketing.

C. Course Learning Outcomes

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

CO1 Familiarize and understand the concept of B2B Marketing

CO2 Expose students to buying process, behaviour, influencers in B2B Marketing

CO3 Making students understand CRM and different types of marketing supplies and chain in B2B Marketing

CO4 Making students understand the planning process of B2B Marketing

CO5 Apply the understanding relating to Business Marketing Programmes

CO6 Apply B2B Simulation

D. Pedagogy

The course will involve the use of online Lectures, real time case studies and case discussions. Online Lectures will be used to explain the valuation principles, concepts, tools and techniques. Case discussion will be used to enable the students to get an understanding of the “big picture” of B2B Marketing.

E. Evaluation Scheme

Mid-term examination	20%
End-term examination	40%
Term Project/ Case Studies	20%
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 MB7544.1	Y	Y	Y	Y		Y
CO MB7544.2	Y	Y	Y	Y		Y
CO MB7544.3			Y	Y	Y	Y
CO MB7544.4				Y	Y	Y
CO MB7544.5				Y	Y	Y
CO MB7544.6					Y	Y

E (ii) CO Articulation Matrix

Programme outcomes	CO 7544.1	CO 7544.2	CO 7544.3	CO 7544.4	CO 7544.5	CO 7544.6
PO 1	3	2				
PO 2		3				
PO 3			3			
PO 4				2		
PO 5					3	
PO 6						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

Sl.no	Contents	Reference	Pedagogy	Session Learning outcomes	COs	Pos
1	Introduction to B2B Marketing		Online Lecture and Discussion	Understanding concept of	CO1, CO6	PO1, PO5, PO6

				B2B Marketing		
2	Fundamental of business markets		Online Lecture and Discussion	Understanding B2B Marketing	C01	PO1, PO5
3	Differences between consumer and business markets		Online Lecture and Discussion	Understanding the differences between Consumer and business markets	C01	PO1, PO5,
4	Organizational buying process		Online Lecture, Case study, Live Project and Discussion	Familiarize with Organizational buying process	C02, CO6	PO2, PO1, PO6
5	Significance of supply, demand and value chains		Online Lecture and Case study	Familiarize with Significance of supply, demand and value chains	CO3	PO3, PO1 PO6
6	Supply and demand chain ethics		Online Lecture and Discussion	Understanding Supply and demand chain ethics	CO3, CO6	PO3, PO1, PO6
7	Organizational buying behavior contexts		Online Lecture and Discussion	Understanding Organizational buying behavior contexts	CO2, CO4	PO2. PO4
8	Commercial, institutional and government organizations		Online Lecture and Discussion	Understanding Commercial, institutional and government organizations	CO4, CO5	PO4. PO5
9	Organizational decision making, and buying influencers		Online Lecture and Case study	Understanding Organizational decision making, and buying influencers	CO2, CO4, CO6	PO2. PO4, PO6
10	Inter-organizational relationships and networks		Online Lecture and Discussion	Understanding Inter-organizational relationships and networks	CO3, CO6	PO3, PO6

11	Buying Centers & Types of buying		Online Lecture and Discussion	Understanding Buying Centers & Types of buying	CO2, CO6	PO2, PO6
12	Customer Relationship Management (CRM)		Online Lecture and Discussion	Understanding Customer Relationship Management (CRM)	CO3, CO6	PO3, PO6
13	Partnership and alliances		Online Lecture and Discussion	Understanding Partnership and alliances	CO4, CO5	PO4, PO5
14	Marketing channels and supply chains		Online Lecture and Discussion	Understanding the Marketing channels and supply chains	CO3, CO6	PO3, PO6
15	Industrial networks		Online Lecture and Discussion	Understanding Industrial networks	CO4, CO5	PO4, PO5
16	Business Marketing Planning		Online Lecture and Discussion	Understanding Business Marketing Planning	CO4, CO5	PO4, PO5
17	Planning process and supply/demand chain management		Online Lecture, Case study and Discussion	Familiarize with Planning process and supply/demand chain management	CO3, CO6	PO3, PO6
18	Situation analysis, segmentation in B2B markets		Online Lecture, Case study and live project	Expose students to various Situations, segmentation in B2B markets	CO3, CO6	PO3, PO6
19	B2B Marketing Strategy and Implementation		Online Lecture and Discussion	Understanding B2B Marketing Strategy and Implementation	CO5	PO5
20	Business Marketing Programmes		Online Lecture and Discussion	Understanding Business Marketing Programmes	CO5	PO5

21	Managing Business Products		Online Lecture and Discussion	Understanding Managing Business Products	CO5	PO5
22	Developing new products		Online Lecture and Case study	Understanding Development of new products	CO3, CO4, CO5	PO3, PO4, PO5
23	Business services marketing		Online Lecture and Discussion	Understanding Business services marketing	CO3, CO6	PO3, PO6
24	Value and pricing in B2B markets		Online Lecture and Discussion	Understanding Value and pricing in B2B markets	CO5, CO6	PO5, PO6
25	B2B marketing communications		Online Lecture and Discussion	Understanding B2B marketing communication	CO3, CO6	PO3, PO6
26	Personal selling and sales management in B2B context		Online Lecture and Discussion	Understanding Personal selling and sales management in B2B context	CO3, CO2, CO6	PO3, PO2, PO6
27	Key Account Management		Online Lecture and Discussion	Understanding B2B Account Management areas	CO5, CO1	PO5, PO1
28	B2B Simulation		Online Lecture, Case study and live project	Expose students to various situations in B2B Marketing and train them	CO3, CO2, CO6	PO3, PO2, PO6

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 online 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 Online 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	Online Exam	20%	Week 5
2	Case Presentation	CO1, CO2, CO6	Group activity	20%	Week 4 and 6
3	Class Test	CO1, CO2, CO4	Descriptive test	20%	Week 8
4	Semester end Final Examination	CO1, CO2, CO3, CO4, CO5, CO6	ePad Exam	40%	Week 12

H. Term Project Guidelines:

- The term project will be a group activity and the students must 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 5 (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.

II. References (Preferably latest edition may be referred):

1. Sharma and Hutt, *B2B Marketing*, (11e), Cengage Learning, 2014.
2. Frederick Webster, Wiley, *Industrial Marketing Strategy*, (3e), 1995.
3. Nick Ellis and Soumya Sarkar, *Business-to-Business Marketing*: Oxford, 2011.
4. Taylor, Kogan, *B2B Marketing Strategy*, Heidi Page Publishers, 2013.
5. Anderson, Narus, Narayandas and Seshadri, *Business Market Management (B2B)*, (3e), Pearson, 2010.

Expectations from Students:

63. Shall read the topics in advance before attending the online class.
64. Shall participate in discussions.

65. Shall be regular in the online class (75% attendance)
66. Shall complete all the assignments in time.
67. Shall undertake real time online projects.
68. Shall be punctual in class.
69. Online class window shall be closed after 10 min. of the start of the class

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.

Faculty Details and meeting timings:

Dr Purvi Pareek, Assistant Professor, SBC

Contact Hours: Monday to Friday, Time: 900 hrs to 1700 hrs

Email: purvi.pareek@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

MB 7639 DISSERTATION

S E M I N A R I N M A N A G E M E N T P R A C T I C E I N M A Y 2 0 2 1

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.
- **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 & 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	CLO1, CLO2	Methodology Analysis and Findings and conclusions	20%

		the employability skills			
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



MANIPAL UNIVERSITY JAIPUR

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Business Analytics (MB 7641)

Semester: Fall 2021 | MAY 2021 | Faculty: Dr. SUDHARAJA DAI

Introduction: This course covers some important concepts which are pertaining to use of analytical techniques used in Finance, Marketing and HR. The techniques used here can be performed using Standard Excel or Add-ins of Excel which will help the budding Managers to take informed decision in real-life business scenarios. Some part of the course the students need to do online in Coursera and some part (Finance and HR Analytics) to be done in class.

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

[MB 2302. 1] Describe various methods relevant for Marketing Analytics.

[MB 2302. 2] Explain the use of Logistic Regression in real-life business scenario.

[MB 2302. 3] Fit appropriate model in credit risk data.

[MB 2302. 4] Incorporate analytics in the HR-related business problems.

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:

Marketing Analytics, The Marketing Process, Customer Lifetime Value, Metrics for Measuring Brand Assets, Regression Basics

Financial Analytics, Credit Risk Modelling, Working with Logistic Regression, Introduction to Credit Risk Modelling, Fitting Logistic Regression Model using Excel

HR Analytics, Prediction of Salary from Experience, Predicting Employee Churn using Logistic Regression Model

F. Text Books:

Winston, W. L. (2014). *Marketing analytics: Data-driven techniques with Microsoft Excel*. John Wiley & Sons.

G. References:

Isson, J. P., & Harriott, J. (2012). *Win with advanced business analytics: Creating business value from your data* (Vol. 62). John Wiley & Sons.

Winston, W. (2011). *Microsoft Excel 2010 Data Analysis and Business Modeling: Data Analysis and Business Modeling*. Pearson Education.

H. Lecture Plan:

Coursera Course for Marketing Analytics Part

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	Analytics Concepts	Discussion on Use of Analytics	Lecture/PPT	MB 2302.1	End Term

L2	Analytics Concepts	CRISP-DM Methodology	Lecture/PPT	MB 2302.1	End Term
L3	Financial Analytics	Introduction to Logistic Regression	Lecture/PPT	MB 2302.2	End Term
L4	Financial Analytics	Performing Logistic Regression	Demonstration	MB 2302.2	End Term
L5	Financial Analytics	Performing Logistic Regression in Excel	Demonstration	MB 2302.2	Quiz Project End Term
L6	Financial Analytics	Performing Logistic Regression in Excel Add-in tool	Demonstration	MB 2302.2	Quiz Project End Term
L7	HR Analytics	Linear Regression Concept use in Salary Prediction	Demonstration	MB 2302.2	End Term
L8	HR Analytics	Salary Prediction using Excel.	Demonstration	MB 2302.2	End Term
L9	HR Analytics	Attrition Analysis using Logistic Regression.	Demonstration	MB 2302.2	End Term
L10	HR Analytics	Attrition Analysis using Logistic Regression.	Demonstration	MB 2302.2	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 2302.1]			1	1		2	2	2						NA	NA	NA
[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

Faculty of Management and Commerce

TAPMI School of Business

Course Hand-out

Digital Marketing | MB7444 | 3 Credits | 3 0 0 3

F. Course Objectives: This course is aimed at providing management students with knowledge of the fundamental concepts of digital marketing and making them familiar with the current state of practice. While the primary focus of the course is to provide a managerial perspective of the field, technology is an integral part of digital marketing and we will cover some of the relevant tools and techniques. The students will learn the what, why, and how of digital marketing, including SEO, web analytics, digital advertising, email marketing, social media marketing, social listening/monitoring etc.

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

[MB7444.1]. Understand and appreciate how digital marketing fits in the overall marketing strategy.

[MB7444.2]. Be fluent with the vocabulary, tools and techniques of online advertising and digital marketing.

[MB7444.3]. Understand the various ways to get online traffic using inbound marketing techniques

[MB7444.4]. Know the fundamentals of running outbound campaigns including measurement of results and effectiveness.

[MB7444.5]. Understand various other ways to get an engage customers through the digital channels

[MB7444.6]. Become a responsible digital marketing manager with not only a strategic perspective of digital marketing but also aware of legal and ethical issues involved.

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]. 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
Assignments and Projects	Individual Assignment-I	10
	Individual Assignment-II	10
	Group Project	10
Class	Class participation	10
Mid Term Exam	Mid Term Exam	20
End Term Exam	End Term Exam	40
	Total	100
Attendance	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:

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; **Social Media Marketing:** What is Social Media? Importance, Social media channel strategy, Social Media ROI, Tools of the trade; **Search Marketing:** Importance of search, How searches work? Types of Search Marketing, Measuring search success, Search Trends; **Search Engine Optimization:** On-Page SEO techniques, Off-page SEO, SEO Tools, Conducting an SEO Audit; **Mobile Marketing:** Modern Mobile consumer, Mobile website considerations, Mobile Apps; **Outbound Marketing:** Digital Advertising, Advertising on FB, Twitter, LinkedIn, Instagram, Programmatic Ad Buying; **Google Analytics:** Measurement of metrics related to digital assets, Attribution modelling; **Marketing Automation:** Email Marketing, Marketing Automation; **Influencer and Affiliate Marketing:** Influencer Marketing, Affiliate Marketing, Pitfalls of these methods; **Legal issues in Digital Marketing:** Social media marketing guidelines, Online privacy protection, Copyright and fair-use guidelines.

F. Text and References:

T 1. Eric Greenberg and Alexander Kates, Strategic Digital Marketing, Indian Edition, Mc Graw Hill, 2014

T 2. Damian Ryan, Understanding Digital Marketing, 4th Edition, Kogan Page, 2017

T 3. Puneet Singh Bhatia, Fundamentals of Digital Marketing, 2nd Edition, Pearson, 2019

G. Lecture Plan:

Lecture Number	Topic to be covered	Session Outcome	Mode of Delivery	Corresponding CO	Corresponding PO
L1	Digital Marketing: An introduction	Understand the basic premise of digital marketing	Lecture/Discussion	MB7444.1	PO1, PO3
L2	Modern Digital Consumer	Understand the nature of today's digital consumers	Case Discussion/ Lecture	MB7444.1	PO1, PO5
L3	Marketing in Digital World	How Digital Marketing differs from traditional marketing	Case Discussion /Lecture	MB7444.1/ 6	PO1, PO2, PO3, PO5, PO7

L4	Building a Digital Marketing Vocabulary	Understand the DM Landscape	Lecture/Market Analysis	MB7444.2	PO1, PO7
L5	Content Marketing-I	Manage and develop digital content for brands. Understand the importance of a good copy	Case/Lecture	MB7444.3	PO1
L6	Content Marketing-II	Appreciate the role of various media – Text/Photos/Videos	Case/Lecture	MB7444.3	PO1
L7	Content Marketing-III	Understand content distribution strategies	Case/Lecture	MB7444.3	PO1
L8	Social Media Marketing - I	Understanding the nuances of various social media channels and creating specific strategies for each	Case/Lecture	MB7444.5	PO1
L9	Social Media Marketing - II	Understanding the nuances of various social media channels and creating specific strategies for each	Case/Lecture	MB7444.5	PO1
L10	Social Media Marketing - III	Social Media Listening	Case/Lecture	MB7444.5	PO1
L11	Search Marketing-I	Understand the basics of Search Engine Marketing	Lecture/Market Analysis/Product Analysis/Case study/Simulation	MB7444.5	PO1
L12	Search Marketing-II	Understand and apply search marketing techniques	Lecture/Market Analysis/Product	MB7444.5	PO1

			Analysis/Case study/Simulation		
L13	Search Engine Optimization - I	Understand SEO Basics including off-page SEO	Case/Lecture	MB7444.3	PO1
L14	Search Engine Optimization – II	Keyword research	Case/Lecture	MB7444.3	PO1
L15	Search Engine Optimization - III	Understand on-page SEO techniques	Case/Lecture	MB7444.3	PO1
L16	Search Engine Optimization - IV	Learn how to conduct an SEO audit	Case/Lecture	MB7444.3	PO1, PO6
L17	Mobile Marketing	Understand the mechanism mobile marketing	Case/Lecture	MB7444.3	PO1
L18	Outbound Marketing – I	Understand FB Ads	Case Analysis Lecture	MB7444.4	PO1
L19	Outbound Marketing – II	Understand LinkedIn, Instagram, and Twitter Ads	Case Analysis Lecture	MB7444.4	PO1
L20	Outbound Marketing – III	Learn about programmatic ad buying	Lecture/ Market Analysis/Product Analysis/Case study/Simulation	MB7444.4	PO1
L21	Google Analytics - I	Understand various metrics in Google Analytics and how to measure them including campaign management	Lecture/Market Analysis/Product Analysis/Case	MB7444.2	PO1, PO4

			study/Simulation		
L22	Attribution Modelling	Understand the six common attribution models in the measurement of ROI	Lecture	MB7444.2	PO1, PO4
L23	Google Analytics - II	Understand various metrics in Google Analytics and how to measure them including campaign management	Lecture/Market Analysis/Product Analysis/Case study/Simulation	MB7444.2	PO1, PO4
L24	Email Marketing	Understand why direct marketing through email will remain important in spite of so many other marketing techniques	Lecture/Market Analysis/Product Analysis/Case study/Simulation	MB7444.4	PO1
L25	Marketing Automation	Familiarize with marketing automation methods available and how it fits within the digital marketing strategy	Product Analysis/Case study/Simulation	MB7444.4	PO1
L26	Influencer Marketing & Affiliate Marketing	Understand the benefits and pitfalls of leveraging outside people's network for marketing your products	Lecture/Market Analysis/Product Analysis/Case study	MB7444.4	PO1
L27	Privacy Protection and other Legal issues	Appreciate the significance of online privacy guidelines	Lecture/Market Analysis/Product Analysis/Case	MB7444.6	PO1, PO9, PO10

			study/Simulation		
L28	Project Presentations		Project Presentation	MB7444.5	PO1, PO6
L29	Project Presentations		Project Presentation	MB7444.5	PO1, PO6
L30	Project Presentations		Project Presentation	MB7444.5	PO1, PO6

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

Programme outcomes	CO 7444.1	CO 7444.2	CO 7444.3	CO 7444.4	CO 7444.5	CO 7444.6
PO 1	2	3	3	3	2	
PO 2	2	1				
PO 3	2					1
PO 4			1	2		
PO 5	1					
PO 6			2	1	1	1
PO 7	1					
PO 8	1					
PO 9						3
PO10						1
PO11						
PO12						2

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

I. Faculty Details

Rajesh Gaurav, Doctoral Candidate, ISB Hyderabad

Email – rajeshgaurav@gmail.com



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Faculty of Management & Commerce

Course Hand-out

Financial Risk Management | MB7547 | 3 Credits | 3 0 0 3

A. 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	Course Outcomes	Date of completion of evaluation
1	Quiz (2 quizzes)	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	Class participation	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,	Discussion examples & Q – A	Hull/ C1	To understand various types of derivative instruments L1	CO1, CO2	PO1 PO2 PO3 PO6

	Swaps, Types of underlying assets					
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;	Discussion examples & Q – A	Hull/ C2, C5	To understand practices in forward /	CO2, CO3	PO1 PO2

	Differences: Forwards vs. Futures			futures markets L1		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.	Pricing principles cont...					
9.	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
10.	Hedging cont...					
11.	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

12.	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
13.	Payoffs & bounds contd.					
14.	Option Pricing: Factors affecting option premiums, Put-Call Parity,	Discussion examples & Q – A	Hull/ C11	To understand the impact of various factors on option pricing L1	CO3	PO1 PO3 PO6
15.	Pricing methodologies of options: Binomial Model	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
16.	Binomial Model cont... & its variants					
17.	Lognormal property of stock returns					
18.	Black-Scholes Model,					

19.	Black-Scholes Model cont...& its variants; Can the two models be related?	Discussion examples & Q – A	Hull/ C15	To understand & apply the BSM L3	CO3	PO1 PO3 PO6
20.	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
21.	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
22.	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
23.	Option strategies: Spreads	Discussion examples & Q – A	Hull/ C12	To design investment strategies using	CO4	PO1 PO6

				options in various market conditions L5		PO8 PO12
24.	Combinations	Discussion examples & Q – A	Hull/ C12	To design investment strategies using options in various market conditions L5	CO4	PO1 PO6 PO8 PO12
25.	Combinations	Discussion examples & Q – A	Hull/ C12	To design investment strategies using options in various market conditions L5	CO4	PO1 PO6 PO8 PO12
26.	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
27.	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
28.	Swaps: Interest rate swap	Discussion, examples, problem solving	Hull/ C7	To design & apply interest rate swap L2, L5	CO4	PO1 PO6 PO8 PO12

29.	Currency swap	Discussion, examples, problem solving	Hull/ C7	To design & apply currency swap L2, L5	CO4	PO1 PO6 PO8 PO12
30.	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 into 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

International Financial Management | MB 7546 | 3 Credits | 3 0 0 3

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 must 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:*

- [2510.1]** 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.
- [2510.2]** 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.
- [2510.3]** Apply the concept of cost of capital and a capital budgeting methodology in the context of multinational companies.
- [2510.4]** Apply the principles relating to working capital management of multinational companies.
- [2510.5]** 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:	Shapiro 1	Lecture, Discussion	Understand the various Multilateral financial	CO1	PO1 PO2

	Multilateral financial institutions			institutions and their functions L1		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, 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	CO1 CO2	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 CO4	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	CO4 CO5	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	CO4 CO5	PO1 PO3 PO6 PO12
27	Economic risk	Shapiro 10	Lecture, Numerical exercises	Understand the various types of foreign exchange risk. L1 L2	CO4 CO5	PO1 PO3 PO6 PO12
28	Overview of Hedging Tools & Techniques in International Finance: Overview of	Shapiro 8 Apte 13	Lecture & Numerical exercises	Understand & Apply various risk management techniques	CO5	PO1 PO6 PO12

	various types of foreign currency derivative instruments used for hedging exchange rate risk			Formulate a risk management strategy L1 L2 L5		
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	CO5	PO1 PO6 PO12
30	Swaps, Interest rate derivatives	Apte 8, 9	Lecture & Numerical exercises		CO5	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
Faculty of Management and Commerce

TAPMI School of Business
Course Hand-out

Competency Mapping| MB 7558| 3 Credits | 3 0 0 3

Session: Nov 2020 – Feb 2021 | Faculty: Dr Aanyaa Chaudhary 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 to entice employability

CLO 4: Learning to design competency map and competency profiles to enhance skill development.

D.Pedagogy

The pedagogy will be a mix of:

Lecture, Case study, presentation, classroom discussions.

E.Evaluation- Instructor led continuous evaluation

(i) Quizzes	20 %
(j) Class Participation	10 %
(k) Mid-Term Test	20 %
(l) Term Project	10 %

(m) End Term Exams

40 %

Alignment of COs & POs

(c) Evaluation Tools

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

(d) 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	Bloom's Taxonomy Levels of Learning
1	Concept and definition of Role and competency, Characteristics of competency. -	Discussion	Will know about competency and characteristics	L1 & L2
2	Competency versus competence, Performance versus competency; skills versus competency	Discussion	Knowledge about skill vs competency	L1 & L2

3	History of competency, Types of competencies – generic/specific	Lecture	Knowledge about types of competency	L1 & L2
s4	Threshold performance, and differentiating between technical, managerial and human skills; promoting a competency culture	ppt	Knowledge about various skills.	L1 & L2
5	Context and Relevance of competencies in modern organizations	ppt	Understanding about relevance of competency in modern organization	L1 & L2
6	Case study			L3
7	Competency management framework/competency model	lecture	Will know about competency management	L1 & L2
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.	L3
9	competency framework – development of personal competency framework	Lecture	Knowledge about developing personal competency	L3 & L4
10	Competency modeling framework – developing a competency model	Discussion	Knowledge about competency model.	L4 & L5
11	Lancaster Model of managerial competencies	Lecture	Will know about lancaster model of competency	L2
12	Case study	Discussion		L3 & L4
13	Understanding job positions, Data collection instruments for job descriptions	PPT	Knowledge about data collection for job description	L3, L4
14	Student activity and Quiz			L5 & L6
15	Competency development	PPT	Knowledge about competency development	L2 & L3

16	Competency mapping		Knowledge about competency mapping	L4 & L5
17	Design and Implementation of competency model	PPT	To Impart Knowledge about Industrial Relations, concept and its relevance	L4 & L5
18	Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven),		To know about core competencies and business competencies.	L1 & L2
19	Role competencies (Role wise)	PPT	Get acquainted with role competency	L1 & L2
20	Case study			L3
21	Student Presentation			L5 & L6
22	Student Presentation			L5 & L6

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:

70. Shall read the topics in advance before coming to the class
71. Shall participate in discussions
72. Shall be regular in the class (75% attendance)
73. Shall complete all the assignments in time
74. Shall work in team
75. Shall undertake field and real time projects
76. Shall be punctual in class
77. Classroom doors shall be closed after 5 min. of the start of the class.

L. Faculty Details and meeting timings:

Dr Aanyaa Chaudhary

Contact Hours: Monday to Friday 4-5 pm

Email: Aanyaa.chaudhary@jaipur.manipal.edu



MANIPAL UNIVERSITY JAIPUR

TAPMI School of Business

Course Hand-out

Sales Management | MB 7441 | 3 Credits | 3 0 0 3

I. 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.

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 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

K. 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 Carlo Thomas E.(2006), (10th Edition) , New Delhi: Wiley India Pvt Ltd.
2. Rosen “Sales Managers Success Guide” (ebook)
3. Insight Squared “Sales Ops Handbook” (ebook)
4. Mark Sellers “Sales Management” (ebook)
5. Jobber et al. “Sales Force Management” (ebook)

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 Study		[MB 2402.1] , [MB 2402.2]	
5	Sales Territories		MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 3
6	Case Study	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 Study	5%	MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
9	Sales Force Management – Supervision , Control Compensation Case Study	10%	MB 2402.1] , [MB 2402.2]	Reading Text Book Chapter 6,9,11,12,13
10	Sales Force Management – Supervision , Control Compensation Case Study	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 Study		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		
	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